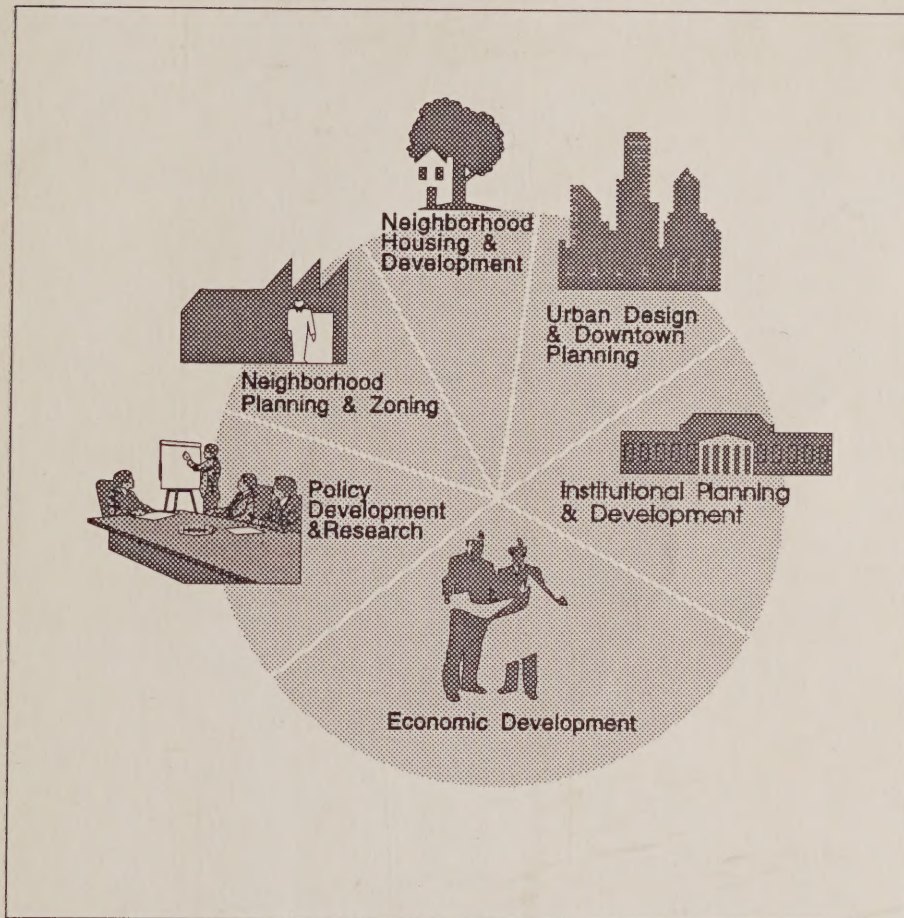


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FY'94 WORK PROGRAM

BUDGET & CAPITAL BUDGET



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BOSTON REDEVELOPMENT AUTHORITY

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FY94 PROGRAM OVERVIEW

I

FY94 PROGRAM OVERVIEW

The BRA, as the planning and development agency for the City of Boston, works to ensure balanced growth of the commercial, residential, retail, institutional and public sectors, and a balance between downtown and neighborhood development. The BRA programs are established under the leadership of the Mayor, with the approval of the Board of Directors following extensive community participation and input. Specific policies are developed in the 20 to 30 public BRA Board meetings which are held each year, and the more than 400 meetings a year the BRA holds with community and neighborhood groups.

The City Council created the BRA in 1957, and in 1960 the State Legislature gave it the authority to act as the City's planning agency. By this authority, the BRA was given the responsibility for creating plans which address the City's needs for infrastructure, downtown and community economic development, and a strong residential base. Today, these responsibilities are being expanded by the merger of the BRA and EDIC. This restructuring of the City's planning process will streamline the economic development process.

The BRA's major concerns include revitalizing the City's neighborhoods, enlarging the City's economic base, increasing job opportunities for City residents, and providing adequate housing. Evaluating development projects to ensure that they are of appropriate scale and that their negative effects are mitigated is a major responsibility of the agency. The budget for fiscal year 1994 has been developed in light of these goals and responsibilities. Particular emphasis in this program overview is placed on the following key objectives:

- Promoting economic development projects in downtown, on the waterfront, in the Charlestown Navy Yard and throughout Crosstown.
- Encouraging expansion of Boston's biomedical research industry, and planning for appropriate institutional expansion.
- Continuing housing production.
- Monitoring the construction of the megaprojects, including the Central Artery/Third Harbor Tunnel and other major transportation projects.
- Completing the rezoning and master planning of Boston's neighborhoods and downtown.

BACKGROUND: GROWTH OF THE ECONOMY AND EXPANSION OF THE TAX BASE

Massachusetts is just now beginning a slow recovery from the recession that began in 1989. Between 1989 and 1992 Massachusetts lost one out of every eight private payroll jobs. Boston is leading in the general economic recovery, and must build a foundation for an acceleration of economic growth in the coming years.

The management of growth and the facilitating of economic activity, the primary responsibilities of the BRA, take on even greater significance during periods of economic decline. The BRA must continue to be mindful of tax base expansion as an important element of its mission. Expanding the city's tax base is necessary to provide continuing support for the City as reductions in state aid threaten vital services.

As a result, the policy goals of the BRA have been revised in a way which focuses upon the industries in which there will be continued growth during the next five years. A strategy for recovery and growth of the Boston economy is the centerpiece of the FY94 work program of the BRA.

This strategy focuses on:

- Job creation in technology-based industries.
- Development and growth of institutions of higher education, hospitals, medical research institutions and the biotechnology industry.
- Development of new sports and cultural facilities, and the hospitality industry.
- Implementation of large-scale infrastructure investment projects and the City's capital plan.
- Development of new businesses and services, including banking and financial services, in minority communities.

Boston's development boom during the 1980s brought real fiscal benefits to the City, allowing it to maintain a high level of services to residents. Since 1984, construction development has added over \$113 million to Boston's annual property tax revenue as of fiscal year 1993, and will add even more in this new fiscal year. This cumulative, annually recurring fiscal resource constituted 18.1 percent of the city's FY92 property tax levy last year, up from 13 percent in FY89 and 4.1 percent in FY85. In addition, Boston received \$92.7 million in Building Permit revenues between FY85 and FY93.

The \$113 million earned by new real estate development accomplished between January 1984 and January 1991 is nearly three times the total taxes billed to all single-family homes in the city. It is also more than double the taxes paid by all industrial property in the city. The fiscal dividend of economic development is a major reason that commercial property in Downtown Boston (wards 3 and 5) shouldered 40% of total Boston property taxes in FY93, compared to 27 percent in FY84.

KEY OBJECTIVES

1. PROMOTING ECONOMIC DEVELOPMENT PROJECTS

The major economic development projects which the BRA promotes, both publicly and privately developed and financed, are the engines which drive economic growth in the City. Working closely with the community and the project proponents to consider the impacts of major development is critical to the success of these efforts. Key projects for FY94 include the following:

Downtown/Midtown

- The South Station Technopolis will combine medical research space with office development and a parking garage above the already-refurbished train station and a new MBTA bus terminal. Tufts University Development Corporation has been designated as the developer of air-rights above South Station, it will construct a biomedical research center.
- The **Custom House** and the adjacent Board of Trade Building will be rehabilitated into a single first-class hotel property with 340 total rooms. This project will include the historic rehabilitation of the landmarked exterior and interior portions of the Custom House, as well as the interior of the Board of Trade Building. The two properties will be connected by a new walkway.
- The **Lafayette Place Mall** will lead the revitalization of lower Washington Street with a \$22 million investment. The mall, now closed, is owned by Chemical Bank of New York which took over the mall when original developer Campeau Corporation filed for bankruptcy protection. Since that time, the BRA has strongly encouraged the sale and redevelopment of the mall. Chemical Bank is currently entertaining development proposals from a number of redevelopers and is expected to choose a company in the next three to four weeks. The new developer will correct design and circulation flaws that made the mall dark and forbidding to shoppers. New entrances will be introduced on Washington and Chauncy Streets to increase pedestrian activity. A large retail chain is likely to take a large portion of the space and additional tenants will be located with street entrances on Washington Street. The redevelopment of the mall will create 540 new permanent jobs and 148 construction jobs.
- Encouraged by the imminent redevelopment of the Lafayette Place Mall, its neighbor, **Jordan Marsh**, began a renovation program that is scheduled to be completed by the holiday season. Jordan Marsh's \$12 million renovation will reaffirm the downtown store's prominence in the Federated Department Store's chain. This renovation demonstrates Federated's commitment to in-town development and will create 80 construction jobs. Swissotel, formerly the Lafayette Hotel, is undergoing a \$20 million renovation of its rooms and hotel facilities, including the hotel's public areas, restaurants and bars, as well as a reconfiguration of its main entrance on Avenue de

Lafayette for both pedestrians and autos. This hotel renovation will create 96 construction jobs.

- The BRA purchased the **China Trade Building** from the Bank of Boston in April of 1993 for \$2 million in order to stabilize property values in the area and stem the expansion of adult entertainment uses into this pivotal location. The purchase will ensure the building's continued use by locally-owned businesses. The China Trade Building is located at the corner of Boylston Street and Washington Street and is a designated Boston landmark. The property was substantially rehabilitated in 1986 at a cost of approximately \$12 million. Currently, there are 15 tenants in the building with the Commonwealth of Massachusetts occupying about 80 percent of the leasable space. The remaining space is comprised of neighborhood retail establishments.
- New zoning for the **Hinge Block** was adopted by the Boston Zoning Commission in February 1993, paving the way for its redevelopment. The block holds great potential to stimulate the rebirth of the Midtown Cultural District, for it is conveniently located between the Theater District, the Back Bay and the Financial District. When redeveloped, the Hinge Block will serve as an important link between these areas, and also will strengthen ties between Chinatown and Midtown. Long-standing plans have focused on ways to reverse decades of under-utilization and blight in this pivotal block. Institutional, hotel, and residential uses may be appropriate for the Hinge Block. Recent efforts have focused on stabilizing property values, discouraging the expansion of adult entertainment and encouraging the expansion of Asian businesses into the block. The historic Hayden Building was purchased by businessman David Wong and Historic Boston Inc. and is being prepared for re-use, most likely for office and retail space.
- Suffolk University has reached an agreement to purchase the **110 and 120 Tremont Street** properties from Olympia & York for the construction of a new \$50 million law school. The buildings have been vacant for four years. The new law school will increase pedestrian activity in the area and help to revitalize a portion of Tremont Street. Daytime and evening activity in the vicinity of the Law School will increase, thus encouraging use of the area's parks, open spaces and pedestrian ways. The proposed building will be eight stories in height and contain approximately 250,000 square feet. The new law school will create 100 new permanent jobs as well as 275 construction jobs.
- Emerson College has purchased the property at **180 Tremont Street** for its School of Communications, adding to its holdings in the district which date to 1983 with its acquisition of the Majestic Theater. The School of Communications will house broadcasting, television and film production studios. Emerson is also looking at the Little Building on the corner of Tremont and Boylston as well as other property in the midtown district.
- Approximately \$2.3 million in capital funds has been appropriated for new sidewalks, paving, lighting and landscaping in the **Midtown District**. Improving the physical appearance of the area will help to attract more shoppers, visitors, and tourists to the

downtown. Construction has begun at Downtown Crossing; the entire program is expected to take two years to complete. An additional \$145,000 in capital funds will be spent to design a new park on Essex Street.

Waterfront/Charlestown Navy Yard

The development of the **Yard's End** area of the Charlestown Navy Yard is a major priority. The approved Master Plan for the Charlestown Navy Yard, approved by the BRA, MEPA, and the Charlestown community, includes a biomedical research center up to 1.1 million square feet at the Yard's End. The possible relocation of **Spaulding Rehabilitation Hospital**, which would construct a 340,000 square foot facility, is another priority for the Charlestown Navy Yard. The BRA also plans to add over 300 more housing units, and improvements to the water transportation system.

- The BRA was awarded a \$1 million grant from the U.S. Economic Development Administration to build a **New Gate 6** and extend Sixteenth Street in the CNY. This will be supplemented with \$1.3 million in funds from the City of Boston Capital Fund. Another \$616,000 in capital funds will pay for the extension of First Avenue. These streets will provide access to a 1.1 million square foot Biomedical Research Center, the relocated Spaulding Rehabilitation Hospital, and the remaining undeveloped parcels. The new gate and roadway extension will complete the Navy Yard's transportation spine while allowing development projects to move forward with minimum traffic impacts. The project will generate 45 construction jobs. However, new development anticipated as a result of these infrastructure improvements will generate an estimated 2,000 construction jobs and 4,500 permanent jobs.
- The BRA is soliciting proposals for engineering work for the **Medford Street Bypass Road** (also known as the haul road) to provide direct access to the Moran Container Terminal and the Charlestown Navy Yard. Medford Street currently serves as the major access road for a dense residential area of Charlestown in addition to being a primary access road for the Charlestown Navy Yard, and the container terminal. The new \$9 million bypass road will divert truck, bus, container-port, and other heavy-vehicle traffic from Medford Street and allow Medford Street to function as a residential street. The bypass will also provide traffic relief at City Square by creating an alternate route to and from Sullivan Square. The Medford Street Bypass will improve the quality of life for residents abutting Medford Street and public safety around the schools, playgrounds, and open space adjacent to Medford Street. The BRA will use \$500,000 in city capital funds to design the bypass road. Additional funds will be sought for construction of the road. The project will create 68 construction jobs.
- The U.S. Army Corps of Engineers has bid a \$3 to \$5 million Phase I initiative to **remove of Hazardous Waste from the Charlestown Navy Yard**. Work is scheduled to start in the fall of 1994 and be completed in 12 months. The Corps will remove residual underground storage tanks, demolish Building 108, remove falling wharves and piers at Yard's End, and conduct an evaluation of Building 105. The project is being funded by the Defense Environmental Restoration Program/Formerly

Used Defense Sites as part of President Clinton's program to assist areas affected by military base closings. The Clinton Plan places a priority on hazardous waste clean up, earmarking \$2.2 billion out of a total \$5 billion for this purpose. Phase II, which is proposed for funding will provide for the clean up of building 105 and is also estimated at a cost of \$3 to \$5 million. Completing the Navy Yard clean up will not only provide jobs to stimulate the local economy but will also provide a model of a successful military base conversion for the entire nation. As hazardous waste removal is the only remaining impediment to the Yard's full redevelopment, the BRA will vigorously pursue these federal funds.

- Improvements will be made to the **Courageous Sailing Center** with a combination of City Capital and state funds totalling \$235,000. The Parks Department, which leases the site from the BRA, will oversee the construction of new docks and ramps, improvements to the Sailing Center building, and repairs to Pier 4. Construction is estimated to start in October 1993.

Crosstown Neighborhoods

Economic growth must also serve the needs of Boston residents, some of whom must travel long distances to shop for food, do their banking, and obtain other basic services. There is an untapped market that can be accessed by businesses establishing themselves in Boston's neighborhoods.

At the same time, Boston residents without a car have trouble reaching the back-office and manufacturing jobs that often located in suburban and exurban areas during the 1970s and 1980s. Companies that return to urban sites will be able to tap a large labor pool, one that can be made attractive to business by improved vocational training programs in the Boston schools.

Among the priorities for FY94 are the advancement of Ruggles Center, garnering commitments by area banks to locate in minority neighborhoods, and the development of the Boston State Hospital site.

- Work to implement remaining phases of **Ruggles Center** now that Phase 1 is under construction. Phase I of the project consists of an office building of approximately 200,000 square feet, a public plaza, and the construction of parking garage with 860 spaces. The Registry of Motor Vehicles has committed to be the major tenant at Ruggles Center. The entire project will be constructed in four phases totalling 550,000 square feet of office space, a 200-room hotel, 25,000 square feet of retail space, and parking.
- A Request for Proposals for a re-use of the plant formerly operated by the **Digital Equipment Corporation** in the Crosstown Industrial Park is being prepared. Digital closed down the plant earlier this year. The BRA/EDIC and Digital may issue the RFP jointly. Digital owns the 60,000 square foot building which it formerly used for keyboard assembly. The five-acre parcel of land on which it is situated is owned by the City. The likely re-use of the facility would be light manufacturing, assembly, or

an industrial use. It is anticipated that the RFP will be issued in September with a new use identified by December 1993.

- Construction is scheduled to begin shortly on the 126,800 square foot **School Track Facility**, thus fulfilling a 25-year-old commitment of the Commonwealth to create an indoor facility for high school athletes throughout the state. The track will be located on Campus High School Parcel P-3a-1, owned by the BRA, and will have a seating capacity of 3,000. Facilities include a 200 meter track, eight infield sprint lanes, high jump and long jump facilities and a 500-seat gymnasium for inter-collegiate basketball. When completed, the track will be owned by Roxbury Community College with full access available to Madison Park High School, the Humphrey Occupational Resource Center, and the community at large. In addition, the Commonwealth has committed funds to conduct a traffic study of the area, build 300 surface parking spaces on land owned by Roxbury Community College, and modify the intersections around the facility to accommodate this new use. The facility will create 140 construction jobs and 25 full or part-time positions with a total development cost of \$17 million.
- Construction of the the new \$16 million **Parcel P-3 Retail Mall** is slated to begin in March 1994. The 6.8 acre development on Parcel P-3 will provide 131,000 square feet of retail space, 59,000 square feet of office space and a 30,000 square foot facility for the new health center. This is the first completely privately financed development in the Southwest Corridor and will attract much needed investment and business. The development will provide 200 new construction jobs and 225 permanent full and part-time jobs, which according to an agreement with the developer will benefit Boston residents. The retail mall will house restaurants, shops and either a 8-14 screen Showcase Cinema or a supermarket. The Whittier Street Health Center, currently located at 20 Whittier Street in Roxbury, may also be relocated to the mall. The Center, which provides over 30,000 patient visits annually, has long sought a new facility as its existing building is outmoded.
- **Boston State Hospital**, a former mental health facility, represents a significant economic development opportunity in the City of Boston. Located in Mattapan, the 175-acre property is the largest undeveloped property remaining in Boston. It is about five miles from downtown and is served by two arterial roads. The site is owned by the Commonwealth and is controlled by the Division of Capital Planning and Operations and the Department of Mental Health. A partnership made up of the EDIC, the BRA, and the Lena Park Community Development Corporation has submitted a proposal to redevelop the site to the Commonwealth.
- The **New Dudley Street Phase II** project is a key component in the economic revitalization of the Dudley Business District. The physical connection of this street with Washington and Ruggles Street, as well as the extension of Shawmut Avenue, will connect the Southwest Corridor to Dudley Square and serve as an economic link between these two areas of revitalization. Construction is projected to begin in the Spring of 1994.

- The BRA is in the process of drafting the proposed plan for the **Fort Point Channel Public Realm Plan**, an effort which began in the summer of 1992 through a public participation process involving the Fort Point Channel Citizen's Advisory Committee, the Harborpark Advisory Committee, the Parks Department, South Boston residents, Harbor advocates, and businesses in the District. The purpose of the Plan is to establish planning context and regulations to ensure maintenance and enhancement of the public spaces along and leading to the Fort Point Channel, and to promote activation of the water's edge for public access, cultural uses, water transit, and other water dependent activities.
- The site selection process for a new **Convention and Sports Center (Megaplex)** has been completed with the site preferred by the BRA — South Bay — chosen by the Commonwealth of Massachusetts. The BRA has also completed economic analyses of the project and its projected impact on the region's economy. The state is now moving forward with plans to build a major new convention and sports center on this 52-acre site, less than one mile south of downtown Boston. It will be a mixed-use development with a 500,000 square-foot exhibit hall, a 70,000-seat stadium, and parking.

The new Convention Center will strongly enhance Boston's capacity for hosting large convention events, while the new Sports Center will improve Boston's sports capacity and strengthen a future Olympic bid. The economy will get an infusion of direct spending from sports patrons, tourists, and convention delegates, as well as indirect spending as hotels, restaurants, retailers, and other businesses increase their business spending, and as their workers' paychecks are spent. The combination of direct and indirect economic impact is estimated at \$1.06 billion. The facility can attract nearly 1.2 million stadium visitors and almost 400,000 new convention visitors to Boston.

The Convention and Sports Center would create 530 full-time equivalent jobs. Construction jobs are estimated at 2,953. Additional jobs would be generated off-site at area hotels, restaurants, retail stores, and entertainment businesses, and in the construction of additional hotels required to service new demand from the Megaplex.

2. EXPANDING BOSTON'S BIOMEDICAL RESEARCH INDUSTRY AND PLANNING FOR APPROPRIATE INSTITUTIONAL EXPANSION

Boston's medical and educational institutions will substantially enhance their competitiveness and growth capacity over the next several years with a large pipeline of development construction projects. In FY94 the BRA will continue to work closely with the institutions in planning for future growth and expansion.

In the next 5 years construction will continue on projects such as hospital clinical facilities, research laboratories, university dormitories, and classrooms. In addition, there will be spin-off private construction for biotechnology and other companies.

- The BRA has designated Harvard University to redevelop the former **English High School** as a major biomedical research center to be known as the Harvard Institutes of Medicine. Harvard will redevelop the property for the Harvard Medical School and three of its affiliated hospitals — Beth Israel, Brigham and Women's, and Children's. This \$74 million project will directly respond to the urgent need of the Longwood Medical Area institutions for additional research space. Preliminary work has begun to demolish the two-story auditorium and renovate the ten-story, 251,600 square foot tower. The project is projected to generate 490 construction jobs and 600 permanent jobs. Linkage figures are \$1,258,000 for housing, and \$251,600 for job training. Tenant occupancy is expected within three years.
- Development review began in May for the **Dana Farber Cancer Institute's** new \$106 million research building. Dana Farber proposes to construct a 266,000 square foot building for cancer and other biomedical research at 65 Deaconess Road. The project will be 194 feet in height with two bridges connecting it to an existing Dana Farber building across Deaconess Road and to the Brigham and Women's Hospital. This connection will unite the cancer research and treatment at the various nearby institutions and promote interaction between Dana Farber researchers and clinicians. Five levels of below-grade parking are planned for 261 vehicles. Dana Farber will lease part of the building to other institutions. The project will generate 896 permanent jobs and 400 construction jobs. Linkage estimates are \$166,100 in job training dollars, and \$830,500 in housing funds.
- With the submission of a Project Notification Form in March 1993, development review is underway for the **New England Deaconess Hospital's** new \$125 million Research Facility. The proposed 325,000 square foot, 12-story facility will consolidate all campus research functions in one building. The new facility will serve to strengthen the hospital's focus on patient care research, enable research scientists to effectively perform dual roles as researchers and clinicians, and help the Deaconess Hospital continue to play a leading role in providing medical care for men and women with AIDS. The project will create 185 permanent jobs over the next few years as well as 300 construction jobs. Linkage money will be approximately \$325,000 in job training and \$1,625,000 in housing funds. The project is slated to begin construction in late 1994, with completion expected in 18 to 24 months.
- The **Harvard School of Public Health** is building 75,666 square feet of space for a new medical laboratory research facility at a total development cost of \$23 million. Construction will begin in 1994-I and be completed by 1996-II.
- Northeastern University will construct a 95,000 square foot, \$30 million Engineering Sciences Laboratory to house laboratories for materials research. The project is undergoing Article 31 review. Construction is estimated to start in the fourth quarter of 1993 and be completed in two years.
- The Tufts International Research Center, a proposed two million square foot biomedical research and office complex, is designed to play a key role in Boston's medical research economy and its emerging biotechnology industry. The Tufts project is planned to be constructed at South Station in Boston's Financial District,

in concert with an intermodal transportation facility for buses, rail, and commuter parking already under construction by the Massachusetts Bay Transportation Authority (MBTA), the regional transportation agency.

- The **Biomedical Research Center at CNY** is envisioned as a 1.1 million square foot facility for laboratories and offices associated with biomedical research. The facility is fully permitted under the State's MEPA process.
- The **Spaulding Rehabilitation Hospital**, now located in the North Station area, may relocate to the Charlestown Navy Yard. The Hospital's existing site will be taken by the Commonwealth as part of the Central Artery Project. The Charlestown Navy Yard is well-suited to a hospital use, which would complement the Yard's growing biomedical presence. Since Massachusetts General Hospital's location of its medical research facilities at Building 149 in 1987, three biotechnology companies have taken space there. The Yard's End area of the Charlestown Navy Yard has been fully permitted for biomedical research and will have direct access to Chelsea Street and the rest of the Yard with the construction of a new Gate 6, and extensions of Sixteenth Street and First Avenue. This potential relocation represents an investment of \$91 million as well as the creation of 782 construction jobs, 291 new permanent jobs, and the retention of 1,200 existing jobs in Boston.

3. HOUSING PRODUCTION

The BRA continues to dispose of its properties for housing development and work with the mortgage industry to ensure that equal access to mortgage credit opportunities is provided to Boston residents. This use of BRA property reduces the otherwise significant costs of construction, allowing the development of affordable units throughout the City. The affordable housing production programs also serve to increase opportunities for minority and community-based development teams. FY94 projects will produce nearly 500 housing units, of which 350 will be affordable.

- The Bricklayers and Laborers Charlestown Nonprofit Development Corporation has broken ground on a housing development in Building 104, located in the Charlestown Navy Yard. A former shipfitting shop, **Building 104** will be rehabilitated into a 45,400 square foot, four story apartment building with 46 one-bedroom apartments. The entire 46 units will be affordable to low-income seniors. The completed building will also have 8,000 square feet of terraces, 25 off-street parking spaces, a community room, common areas, and all new utilities and systems. The total cost of construction is estimated at \$5.3 million, and the project will generate 25 construction jobs. Construction is slated to begin the fourth quarter 1993.
- **Lowell Square**, a 190+ unit mixed income project in the city's West End will be a development providing the first family-sized affordable housing to be constructed in this area in many years. Lowell Square Associates, the developer, has designed a mid-rise building with a residential mix of 36 studio units, 62 one-bedroom units, 78 two-bedroom units, 11 three-bedroom units, and 2 four-bedroom units. More than two-thirds of the units are planned to be in the affordable range, with 45% to be assisted living for the elderly, 15% affordable to lower income households, and 20%

available to moderate income households. This development will provide an opportunity to many displaced West Enders to return to their old neighborhood. The project will result in 150 construction jobs and 35 permanent jobs. Construction is due to begin in 1994. The total development cost is approximately \$24 million.

- The **Lewis Mall** housing project in East Boston will contain 47 low-income frail elderly housing units, varying in size from 395 to 415 feet. Nearly half of the units will be handicapped accessible. An elderly building will provide space for on-site services and activities, including adult day care, a social services room, and a medical examination area. The proposed 30,000 square foot development will be designed to respect the existing structures along Lewis Mall. Its total development cost will be approximately \$4 million. Construction is estimated to begin in the first quarter 1994.
- The **Oak Terrace** project is an 88 unit, multi-family rental housing development by the Asian Community Development Corporation. The creation of Oak Terrace fulfills one of the major housing goals in the 1990 Charlestown Community Plan. Over two-thirds of the units will be affordable.

4. CONSTRUCTION OF PUBLIC INFRASTRUCTURE MEGAPROJECTS

Public infrastructure investment will continue to expand the city and regional economy by generating a flow of jobs and income. Construction of these projects will also help to mediate the conflicts that can arise between encouraging economic development and protecting the City's quality of life.

State infrastructure investment and the City Capital Plan projects going on during FY94 include the Central Artery depression, the Third Harbor Tunnel and Seaport Access Road, the Boston Harbor clean-up, reconstruction of state roads and bridges, the Logan Airport modernization, and public schools and state buildings. Over the next 15 years, the nearly \$10 billion of capital projects in Boston will create 70,000 full-time equivalent construction jobs, and twice as many secondary jobs. These and related public capital expenditures will help to modernize and improve the infrastructure of the City and State and its capacity to support and encourage growth. The full economic impact, with these wages spent in area stores and service establishments, will have a significant positive impact on the economy of Boston and the region.

- Transportation investment is vaulting Boston ahead of other cities in terms of accommodating traffic and establishing fast links to its airport. The new tunnel roadway linking downtown and South Boston directly to Logan Airport, coupled with a planned transit extension to South Boston, will open up a new prime location for all kinds of businesses in the South Boston piers and Fort Point Channel area.
- The city's Central Artery Plan and Zoning has established guidelines for the creation of a series of new parks and housing and limited development over the proposed artery tunnel. The park plan creates a new image for Boston in the 21st century, and will provide much needed open space for the neighborhoods of the North End and

Chinatown, as well as within the waterfront area and Financial District of the downtown.

- The Federal government's recent commitment to a **High Speed Rail Link** from Boston's South Station to New York City and Washington means that midtown Manhattan will be easily accessible by high speed train service. Within four years the electrification of the rail will be complete and the service time will be down to three hours and fifteen minutes. By the turn of the century new equipment will bring the travel time between Boston and New York to two and a half hours. High speed rail will reduce the demands placed on Logan Airport, thereby improving the quality of life in neighborhoods such as East Boston and allowing Logan to better serve the needs long distance travellers.
- The BRA will encourage development of **Circumferential Transit**, a new line connecting the major medical and scientific research and development centers from the Charlestown Navy Yard, through East Cambridge and past MIT to Boston University, Olmsted Plaza, and the Longwood Medical Area; past Ruggles Center and the South End medical institutions to connect at South Station with the planned transit line to the South Boston Piers. The employment centers in this circumferential loop around the downtown are expected to gain nearly 40,000 jobs over the next 15 years as the biomedical and scientific research, development and manufacturing economies grow. The Bioscience Line will help accommodate this growth by enabling workers to reach their jobs in these centers without driving. By lessening traffic, this will help protect the quality of life in adjacent neighborhoods.

5. COMPLETING THE REZONING OF BOSTON'S NEIGHBORHOODS

New zoning has been designed to reflect current land use conditions and future planning objectives. It codifies and facilitates citywide planning policies. These policies include: protecting and enhancing the public realm, including open space, urban design quality, and historic resources; protecting our residential districts; providing affordable housing for Boston's residents; balancing growth and neighborhood benefits; and directing economic development to appropriate underutilized sites in neighborhoods that will benefit from job production and an expanded economic base.

One of the primary activities of the BRA has been to identify priority growth areas in the city and take the critical step of establishing these areas as **Economic Development Areas** in the Zoning Code. This step provides a clear message to the development community so that the sites are "ready to go" from a regulatory perspective. South Station, North Station, Yard's End at the Charlestown Navy Yard, Dudley Square, Allston Landing, McClellan Highway, Saratoga Street and Suffolk Downs are among the EDAs that have already been zoned.

An integral part of the rezoning process that is now underway is the development of institutional master plans and procedures for the city's major educational and medical institutions. In Allston-Brighton, where many of these institutions are located, the institutional zoning is complete and master plans have been developed. In the

Longwood Medical Area, the overall LMA plan and zoning are well underway and should be completed by December 1993. We are working with individual institutions in the LMA to complete their own Master Plans.

For those districts where new zoning has been adopted, it has proven to be highly effective in achieving our goals. One of the most recently publicized economic development projects that demonstrates the effectiveness of our effort is the development of the Genzyme biotech manufacturing project at Allston Landing. This site was established through the Allston-Brighton Neighborhood District Zoning as an Economic Development Area (EDA) with emphasis on uses that provide jobs in the biotechnology industry. There are numerous other less visible, but cumulatively important, examples of the success of the new zoning in promoting appropriate as-of-right uses and prohibiting or reshaping undesirable projects.

As of this September, permanent zoning for the **Harborpark Districts**, with the exception of Fort Point Channel, is complete and provides regulations to assure public access along the length of the City's shoreline and promotes an active working harbor. Nearly all of the Downtown zoning is complete, with new zoning adopted for 10 districts, one district draft under review, and two districts in the planning stage.

To date, **new permanent zoning** has been adopted for seven neighborhood zoning districts, comprising 60 percent of the entire city. The development of these new zoning articles involved the formulation of new policies and regulations on such issues as design standards and review, institutional development, site plan review, and neighborhood economic development areas, as well as a complete block-by-block survey of existing uses and dimensions. The completion of each neighborhood district article has established zoning tools that can be used to solve similar issues in the remaining neighborhood districts. Currently, the completion of three additional neighborhood districts is projected for the end of 1993, with an additional seven in 1994. The rezoning of all neighborhoods is projected for the end of 1995. In FY94 the BRA will continue its neighborhood-based planning in the following areas:

- New zoning appropriate for institutional uses in the **Longwood Medical Area** is being developed to achieve a cooperative balance between the concentration of the city's medical and educational institutions and the neighboring residential and commercial areas.
- Interim zoning for the **Mission Hill** neighborhood was adopted in 1993. An extensive community process is underway to develop permanent zoning regulations for this neighborhood, which represents one of the major residential areas adjacent to the Longwood Medical Area.
- New permanent zoning will be submitted to the Board this fall for the **West Roxbury Neighborhood District**, reflecting the community review process for this area.
- New permanent zoning will be submitted to the Board this fall for the **South End Neighborhood District**, based on the South End/Lower Roxbury Development Policy Plan adopted this year and reflecting the community review process for this area.

- The community review process for the **Dorchester Neighborhood District**, which represents one of the largest neighborhoods in the city, will be initiated this year.
- Initial planning studies have been completed for the **Mattapan Neighborhood District** and the community planning process is underway.
- Initial planning studies are nearly complete for the Andrew Square and St. Vincent's areas of the **South Boston Neighborhood District**, and planning is underway for the Fort Point district. Planning and zoning analyses for the remaining areas of South Boston will begin in Fall 1993.
- Planning studies have been completed and community review for the area in the **Charlestown Neighborhood District** that includes the Central Artery North Area (CANA) parcels will be completed by fall 1993. Comprehensive planning and community review of the entire Charlestown neighborhood north of the Charlestown Navy Yard is underway and expected to be completed by winter 1993.

In addition to developing new zoning, the BRA is in the process of issuing an updated edition of the existing **Zoning Code**. This edition will incorporate all amendments made to the Zoning Code since the last edition (1988), in order to provide the public with more efficient access to the city's zoning regulations.

6. IMPLEMENTATION OF WALSH COMMISSION RECOMMENDATIONS

Major progress has been made by the BRA toward implementing the recommendations of the Walsh Commission which were released in April 1993 in its final report, The Boston Advantage.

- Coordinating and streamlining the various development review requirements and procedures that have evolved over the past several years is vital to promoting economic development. The BRA has completed a working draft of a **New Development Review Article** (Article 80) that combines and streamlines the development review requirements and public review process. Its objective is to reduce redundancies and unnecessary complexities while not compromising the important role that the public and the architectural, preservation, planning, and environmental commissions and boards play in the development review process. This Article recognizes the appropriate difference between large-scale and small-scale review processes and sets out reasonable time periods and requirements for both that assure adequate agency and public review without unnecessary delays. We expect to provide a draft article for public review and comment within thirty days, and are updating the Development Review User Guide that accompanies the zoning article.
- A major element of the Walsh Commission Report is the **promotion of the Boston Advantage** in economic development. The creation of a unified citywide economic development strategy is particularly important now, when Boston needs to attract diverse commercial activities by proactively marketing our advantages, coordinating growth management, and identifying and facilitating infrastructure improvements necessary to accommodate this growth. The BRA has been active in establishing

an economic development strategy, for example, through our planning in the Crosstown area where we are targeting growth in the biotech, medical research, health care, and educational industries; through establishment of Economic Development Areas; and through the planning of critical infrastructure improvements, particularly the Crosstown Transit Line. We recognize the importance of marketing economic development opportunities in Boston and the region and working with neighboring communities and the State to attract business to the regional core.

- Restructuring and, where appropriate, joining the City's economic development functions are critical measures for promoting a unified economic development strategy. Having one agency responsible for economic policies and development should facilitate this objective. The BRA has accomplished a major legal and functional step in the **EDIC/BRA merger** with the management agreement executed between the Economic Development and Industrial Corporation (EDIC) and the BRA, with the BRA Director serving as the Chief Executive Officer of EDIC. Projects in the Boston Marine Industrial Park and other EDIC locations are moving forward successfully with coordinated management. Legislation which would merge the two agencies has been filed with the State Legislature and has been reported out of its Joint Committee on Local Affairs. It is now awaiting action in the Senate. Under the proposed legislation, EDIC would be governed by the BRA Board of Directors and administered by the BRA Director.
- The Walsh Commission has made several recommendations regarding **the City's working relationship with the Commonwealth**. The diverse work of the BRA in promoting economic development is conducted in the context of Boston's leadership role as the economic engine for the metropolitan and New England regions. Among other activities, this work includes the promotion of advanced technology economies; planning which directs diverse economic activities to underutilized areas of the city; the proposed Crosstown Transit system, which is critical to economic growth in the core of the metropolitan region; coordination and streamlining of projects that involve both City and Commonwealth review; extensive work with the Metropolitan Area Planning Council in developing the Metropolitan Plan 2000 economic growth policies and infrastructure needs; and the establishment of Economic Development Areas that can be targeted for venture capital funds and other resources available to potential State Economic Opportunity Zones. We will continue to work with the metropolitan and New England regions in promoting and facilitating economic growth that benefits our residents.

FY94 WORK PROGRAM

II

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GENERAL COUNSEL

Mission

The Office of the General Counsel provides the Boston Redevelopment Authority with legal advice, represents the BRA in litigation, and is the BRA's counsel in real estate matters. The department also manages outside counsel retained for specialized litigation. The General Counsel plays a major role in conveying land and buildings owned by the BRA, in negotiating and reviewing financing documents for development projects and in supervising the real estate appraisal process.

Functions

- Negotiate, prepare, and review real estate transactions and financing documents for development projects.
- Provide opinions to the Board and staff on legal issues related to development projects, programs, and administrative matters.
- Supervise outside counsel for litigation brought by or against the BRA which requires specialized knowledge; if not supervised by the Director's Office.
- Represent the BRA in litigation matters.
- Negotiate, prepare, review, and amend agreements for Chapter 121A projects.
- Facilitate the transfer to the City of Boston of BRA owned land and buildings for which there are long term City uses.
- Appraise, determine land value and negotiate any parcels to be acquired by the BRA.
- Appraise and determine land value of BRA property for disposition.
- Preparation and/or monitoring of pertinent mortgage foreclosures and/or federal bankruptcy proceedings.

Document and Project Review

Mission

Provide the BRA with legal services to safeguard the BRA's interests and accomplish development projects with the appropriate legal documentation, serving as general counsel to the BRA Board and staff on all personnel matters, including but not limited to affirmative action, contract compliance, procurement, finance, management and development. Establish a value for the disposal of BRA owned property.

Priority 1: Reduce the BRA's land inventory by working with RES to transfer to the City land and buildings for which the City has long term municipal uses and provide contract review services for Administration and Finance.

GEN-A-1-A:

47 Thorndike Street

47 Thorndike Street consists of a three rental unit Section 8 project.

TM Project: 106-155 47 Thorndike Street/Cardinal's Rehabilitation
 Supervisor: K. Morrison Attorney: J. Carlson and R. Cahill
 Milestones: FY93 Q1: Closing.

GEN-A-1-B:

Roxbury Heritage State Park

Conveyance to Commonwealth/Massachusetts of Roxbury Heritage State Park (documents of conveyance have been prepared and are presently being reviewed by State.

TM Project: 110-103 Roxbury Heritage State Park
 Supervisor: K. Morrison Attorney: R. Cahill

Priority 2: Preparation of Legal documents in connection with conveyancing of BRA parcels, financing of housing construction, sale of affordable housing units, and regulatory approval (under Boston Zoning Code and M.G.L. c.121A) for residential and commercial development projects and workout plans.

GEN-A-2-A:

Chapter 121A Agreements

Review Report and Decision Amendments; prepare Regulatory Agreement and 6A Contract Amendments.

TM Project: 205-103 121A
 Supervisor: K. Morrison Attorney: K. Morrison

GEN-A-2-B:

Columbia/Harbor Point

Prepare UDAGs closeout documentation for Harbor Point which consists of 884 rental units.

TM Project: 111-004 Columbia/Harbor Point
 Supervisor: K. Morrison Attorney: J. Carlson

GEN-A-2-C:

CNY Building 36

Prepare UDAGs closeout documentation CNY Building 36 with the Shipyard Park/Drydock Area.

TM Project: 102-108 CNY Building 36
 Supervisor: K. Morrison Attorney: J. Carlson

GEN-A-2-D:

Douglass Plaza Phase I

Prepare HODAGs closeout legal documentation.

TM Project: 106-107 Parcel 16, Douglass Plaza Phase I
Supervisor: K. Morrison Attorney: J. Carlson

GEN-A-2-E:

Tent City

Prepare documents associated with MHFA workout.

TM Project: 106-102 Tent City
Supervisor: K. Morrison Attorney: J. Carlson

GEN-A-2-F:

Chinatown Parcel C

Assist in the development of parking facilities and community service facilities.

TM Project: 104-839 Chinatown Parcel C
Supervisor: K. Morrison Attorney: R. Cahill

Ongoing Functions:

GEN-A-9-A:

Parking

Property to be conveyed to abutters for parking and/or open space.

TM Project: 117-298 Abutter/Open Space Disposition
Supervisor: K. Morrison Attorney: R. Cahill

GEN-A-9-B:

Dudley St. Neighborhood Initiative

Provide legal assistance to DSNi regarding its implementation of the development plan for Dudley Triangle.

TM Project: 110-113 Dudley Neighborhood Initiative
Supervisor: K. Morrison Attorney: K. Morrison

GEN-A-9-C:

China Trade Center

Prepare Property Management Agreement and PILOT Agreement; review space leases and related management documents.

TM Project: 104-657 Boylston Building
Supervisor: K. Morrison Attorney: J. Carlson

Projects Assigned to Other Departments:

A&F:

Affirmative Action/Minority Business Hiring Requirements

Provide legal assistance to the Contract Compliance Division.

TM Project: 000-200 Affirmative Action
Supervisor: K. Morrison Attorney: K. Morrison

ECD:

Bricklayers Bldg. 104

Prepare Housing Creation Grant/Loan documentation for Bricklayers Building 104, which is 40 units of low/moderate income elderly housing.

TM Project: 102-146 CNY Building 104
Supervisor: K. Morrison Attorney: J. Carlson

ECD:

Bayside UDAG

Amend UDAG documents; closeout UDAG.

TM Project: 205-251 Bayside UDAG

Supervisor: K. Morrison

Attorney: J. Carlson

ECD:

Charlestown Main Street rowhouses; Parcel C-2A-1

Prepare partial releases (BRA Mortgagees); transfer of sliver parcel to City of Boston.

TM Project: 102-251 Parcel C-2A-1

Supervisor: K. Morrison

Attorney: J. Carlson

ECD:

CNY Building 38

DIP Agreement.

TM Project: 102-160 CNY Building 38

Supervisor: K. Morrison

Attorney: J. Carlson

ECD:

CNY Buildings 33, 34, and 39

Restate DIP Agreement.

TM Project: 102-106 CNY Building 34

TM Project: 102-113 CNY Building 33

TM Project: 102-148 CNY Building 39

Supervisor: K. Morrison

Attorney: J. Carlson

ECD:

CNY Building 75

Prepare Ground Lease and related documents.

TM Project: 102-127 CNY Building 75

Supervisor: K. Morrison

Attorney: K. Morrison

ECD:

CNY Building 106

Negotiate amendments tot Building 106 Lease and related documents.

TM Project: 102-107 CNY Building 106

Supervisor: K. Morrison

Attorney: K. Morrison

ECD:

Charlestown Street Reconstruction Project

Advise and assist Engineering and Design Services in the enforcement of contract documents; negotiations with the Completing Surety.

TM Project: 102-209 Charlestown Street Reconstruction Project

Supervisor: K. Morrison

Attorney: K. Morrison

IPD:

Parcels 9 and 10

Provide legal assistance with regard to the development of Parcels 9 and 10 in coordination with the South End Development Policy Planning Process.

TM Project: 110-009 Parcels 9 and 10

Supervisor: K. Morrison

Attorney: R. Cahill

ECD:

Life Focus Center

Construction of building for mentally and physically impaired adults and children.

TM Project: 102-216 Charlestown Parcel P-15

Supervisor: K. Morrison

Attorney: R. Cahill

ECD:

South Boston: Tudor Place/Monsignor Lyons Housing Project

Amend Home Purchase Assistance documents.

TM Project: 103-031 Tudor Place/Monsignor Lyons Housing Project
Supervisor: K. Morrison Attorney: J. Carlson

IPD:

Mass. College of Pharmacy

Review Cooperation Agreement and DIP Agreement.

TM Project: 107-143 Mass. College of Pharmacy
Supervisor: K. Morrison Attorney: J. Carlson

IPD:

BU School of Management

Review Cooperation Agreement and DIP Agreement.

TM Project: 108-127 BU School of Management
Supervisor: K. Morrison Attorney: J. Carlson

IPD:

Harvard Medical School-Boston English High

Prepare conveyance documents (Land Disposition Agreement and Deed) and DIP Agreement.

TM Project: 107-092 Harvard Medical School-Boston English High
Supervisor: K. Morrison Attorney: J. Carlson

NHD:

Mei-Wah Village

Provide legal services in the development of Chinatown Parcel A Phase 1, 19 units, 100% of which will be affordable. (All phases of Parcel A will consist of approximately 150 units, 60% of which will be affordable.)

TM Project: 104-841 Chinatown Parcel A
Supervisor: K. Morrison Attorneys: J. Carlson, R. Cahill

NHD:

Lowell Square

Provide legal services in the development of 130 affordable housing units Phase 1 at Lowell Square site.

TM Project: 104-204 Lowell Square
Supervisor: K. Morrison Attorney: J. Carlson

NHD:

Winslow Court

Prepare UDAGs Loan documentation. Winslow Court consists of 24 condo units.

TM Project: 110-022 Winslow Court Phase I
Supervisor: K. Morrison Attorney: J. Carlson
Milestones: FY94 Q1: Sale of remaining units.
Close out Grant with HUD.

NHD:

Roxbury Corners Housing Project

Certificate of Completion; Housing Payment Loan Documents.

TM Project: 106-142 Roxbury Corners Housing Project
Supervisor: K. Morrison Attorney: J. Carlson

NHD:

Boston Center for the Arts

Attornment Agreement with BayBank.

TM Project: 106-108 Boston Center for the Arts
Supervisor: K. Morrison Attorney: J. Carlson

NHD:

Langham Court Housing Project

Certificate of Completion.

TM Project: 106-240 Langham Court Housing Project
Supervisor: K. Morrison Attorney: J. Carlson

NHD:

Resale of Deed Restriction Units

Prepare required certificates for resale (Certificate of Maximum Resale Price, Certificate of Compliance, etc.); Mortgage Discharges and Releases.

TM Project: 205-336 Deed Restriction Units
Supervisor: K. Morrison Attorney: J. Carlson

NHD:

Oak Terrace Housing Project

Prepare Amended and Restated Housing Payment Loan Documents.

TM Project: 104-842 Oak Terrace Housing Project
Supervisor: K. Morrison Attorney: J. Carlson

NHD:

STEP

Prepare Neighborhood Development Fund Grant documents.

TM Project: 205-236 STEP
Supervisor: K. Morrison Attorney: J. Carlson

NHD:

George J. Morrison Grant

Prepare Neighborhood Development Fund Grant documents.

TM Project: 205-236 George J. Morrison Grant
Supervisor: K. Morrison Attorney: J. Carlson

NHD:

Opera House Grant

Prepare Neighborhood Development Fund Grant documents.

TM Project: 205-236 Opera House Grant
Supervisor: K. Morrison Attorney: J. Carlson

NPZ:

Brookline Avenue CARD District

Advise Institutional Planning and Development on amendments to and/or implementation.

TM Project: 107-161 Brookline Avenue CARD District
Supervisor: K. Morrison Attorney: K. Morrison

UDD:

Parcel to Parcel 1

Prepare legal documents for Parcel 18 for office, garage and possibly retail. Prepares legal documents for Kingston/Bedford which will be an office building.

TM Project: 117-302 Parcel to Parcel 1
Supervisor: K. Morrison Attorney: J. Carlson

Litigation

Mission

Represent the BRA in litigation actions brought by or against the BRA and protect the BRA's interests in these matters.

Priority 1: Settle or dispose of eminent domain and other monetary damage cases.

GEN-B-1-A:

Bouxman

Bouxman v. BRA, Suffolk Superior Court, CA No. 16713 (*eminent domain*).

TM Project: 205-207 Bouxman v. BRA

Supervisor: K. Morrison Attorney: J. Mulhern

GEN-B-1-B:

Louise S. Palco et al

Louise S. Palco et al v. BRA, Suffolk Superior Court, Civil Action No. 637076 (*eminent domain*).

TM Project: 205-224 Louise S. Palco et al

Supervisor: K. Morrison Attorney: J. Mulhern

Priority 2: Represent the BRA in personal and property damage matters.

GEN-B-2-A:

Stephen Marshall

Stephen Marshall v. BRA, Suffolk Superior Court CA No. 87-7091 (*personal injury claim*).

TM Project: 205-186 Stephen Marshall

Supervisor: K. Morrison Attorney: J. Mulhern

GEN-B-2-B:

Simons/Kiley

BRA v. Simons and Kiley Suffolk Superior Court, CA No. 89-6626 (*stems from sewer construction suit "Selby"*).

TM Project: 205-243 Simons and Kiley

Supervisor: K. Morrison Attorney: J. Mulhern

GEN-B-2-C:

Prince Condo Trust

Prince Condo Trust v. Ann Zyfers et al Suffolk Superior Court, CA No. 89-6626 (*prohibit use of property*).

TM Project: 205-242 Prince Condo Trust

Supervisor: K. Morrison Attorney: J. Mulhern

GEN-B-2-D:

Brookins

Kathryn J. Brookins v. BRA et al Suffolk Superior Court, CA No. 90-4779-D (*contesting validity of construction*).

TM Project: 205-242 Kathryn Brookins

Supervisor: K. Morrison Attorney: J. Mulhern

GEN-B-2-E:

Joyce Drew

Joyce Drew v. City of Boston et al Boston Municipal Court, CA No. 11460 (*personal injury claim*).

TM Project:205-243 Joyce Drew
Supervisor: K. Morrison Attorney:J. Mulhern

GEN-B-2-F:

Gregory Poole

Gregory Poole v City of Boston et al, Suffolk Superior Court, Civil Action No. 899-0307-B (*personal injury claim*).

TM Project:205-235 Gregory Poole
Supervisor: K. Morrison Attorney:J. Mulhern

GEN-B-2-G:

Loretta Abrahamson

Loretta Abrahamson v. BRA and Immobiliare New England, Suffolk Superior Court, Civil Action No. 906-6283 (*personal injury claim*).

TM Project:205-237 Loretta Abrahamson
Supervisor: K. Morrison Attorney:J. Mulhern

GEN-B-2-H:

Nage

Nage v. Newspaper Company.

TM Project:205-196 Nage
Supervisor: K. Morrison Attorney:K. Morrison

GEN-B-2-I:

Beatrice DeLopez

Beatrice DeLopez v. BRA.

TM Project:205-197 Beatrice DeLopez
Supervisor: K. Morrison Attorney:J. Mulhern

GEN-B-2-J:

Dennis Lyons

Dennis Lyons v. BRA.

TM Project:205-198 Dennis Lyons
Supervisor: K. Morrison Attorney:J. Mulhern

GEN-B-2-K:

Ellen Taylor

Ellen Taylor v. BRA.

TM Project:205-199 Ellen Taylor
Supervisor: K. Morrison Attorney:J. Mulhern

GEN-B-2-L:

National Grange Mutual Ins., Co.

National Grange Mutual Ins., Co. v. BRA.

TM Project:205-205 Nat'l Grange Mutual Ins., Co.
Supervisor: K. Morrison Attorney:J. Mulhern

GEN-B-2-M:

King

King v. City of Boston et al, Suffolk Superior Court, Civic Action No. 92-4457-D.

TM Project:205-254 King
Supervisor: K. Morrison Attorney:J. Mulhern

GEN-B-2-N:**Caines**Caines v. BRA, Boston Municipal Court, Civil Action No. 197895.

TM Project:205-255 Caines

Supervisor:K. Morrison Attorney:J. Mulhern

GEN-B-2-O:**Buckley**Buckley v. BRA, Boston Municipal Court, Civil Action No. 197570.

TM Project:205-256 Buckley

Supervisor:K. Morrison Attorney:J. Mulhern

GEN-B-2-P:**Cheryl McLeod**Cheryl McLeod v. City of Boston et al, Suffolk Superior Court, Civil Action No. 93-3163G.

TM Project:205-257 Cheryl McLeod

Supervisor:K. Morrison Attorney:J. Mulhern

POLICY DEVELOPMENT AND RESEARCH

Mission

The Policy Development and Research Department collects, creates, analyzes, and provides information and projections on economic, demographic, and market trends, and other issues related to Boston's role as leader of the state and regional economy to provide the basis for policy recommendations on issues related to Boston's economic, physical, and social well-being. The Department serves as the principal source of public information about the demographics and economy of Boston and its neighborhoods.

Functions

- Conduct and publish research in such areas as population, employment, office, hotel, and housing markets, private development, public investment, tax policy, health care, education, land use, and neighborhood development.
- Analyze Boston's role in and strategies for growth of the state and regional economy.
- Monitor issues at the regional, state, and national levels that affect Boston's quality of life and competitiveness.
- Support other BRA departments requiring research information and analysis.
- Respond to requests for information from the public.
- Maintain a library in support of the BRA's informational needs.
- Develop spatial analysis and displays of economic and demographic data.
- Conduct meetings, seminars, and conferences to disseminate information and develop economic plans.

Economic and Demographic Research

Mission

Survey, research, analyze, and report on City of Boston demographic, economic, and market trends, including its future prospects and potential, and recommend policy alternatives to address these issues. Identify public sector roles, assess national policy choices, monitor development and advance use of modeling, econometrics and digital mapping for economic research and analysis.

Key Projects: Projects which critically contribute to the achievement of essential City and BRA objectives.

PDR-A-0-A:

Economic Trends

Publish nine BRA Research reports on a regular cycle.

TM Project: 202-200	Demographics and Census
TM Project: 202-600	Economic Analysis
TM Project: 202-300	Market Trends
Supervisor: G. Perkins	Researchers: B. Amatruda, J. Avault, R. Goetze, M. Johnson
Milestones: FY94 Q1:	Boston economy (annual bond report).
	Boston's role in the state and regional economy
FY94 Q2:	Boston jobs
	Office market
	Topical Census Report
FY94 Q3:	Tourism
	Retail
	Hotel market
FY94 Q4:	Topical census report.
	Office market
	Boston jobs

PDR-A-0-B:

INSIGHT

Publish 12 INSIGHT reports a year on topics on importance to the City of Boston.

TM Project: 117-095	INSIGHT
Supervisor: B. Consalvo	Researchers: B. Amatruda, J. Avault, R. Goetze, M. Johnson, E. Simon
Milestones: FY94 Q1:	Publish 3 INSIGHT reports
FY94 Q2:	Publish 3 INSIGHT reports
FY94 Q3:	Publish 3 INSIGHT reports
FY94 Q4:	Publish 3 INSIGHT reports

PDR-A-0-C:

Department Support

Publish and compile INTERNAL MEMORANDA on research or analysis to support other BRA departments.

TM Project: - - -	Department Support
Supervisor: J. Avault	Researchers: Staff

PDR-A-0-D:

Maps

Produce book of maps.

TM Project: 117-096	Maps
Supervisor: B. Consalvo	Researcher: R. Goetze
Milestones: FY94 Q2:	Map book

Priority 1: Maintain current data for economic analysis.**PDR-A-1-A:****Data Bases**

Maintain up-to-date data bases in census, state and Boston employment, office market, hotel market, housing market, tax exempt property, medical research, tourism, businesses and commercial properties, retail market, Boston's contribution to state revenues, and roster of health care, educational, and other non-profit institutions in Boston.

TM Project: 117-704 Data Bases
 Supervisor: J. Avault Researchers: Staff
 Milestones: FY94 Q1: Four data bases
 FY94 Q2: Four data bases
 FY94 Q3: Four data bases
 FY94 Q4: Four data bases

PDR-A-1-B:**Special Reports**

Contribute to special reports as requested by the Director's office.

TM Project: - Special Reports
 Supervisor: B. Consalvo Researchers: Staff
 Milestones: FY94 Q4: Two reports

PDR-A-1-C:**Regional and State Data**

Monitor issues at the regional, state, and national levels that affect Boston's quality of life and competitiveness; maintain data on Boston's position in the state and region; develop projections for Boston's growth in a regional context; hold policy briefings to develop research topics.

TM Project: 117-097 Regional and State Data
 Supervisor: B. Consalvo Researchers: Staff
 Milestones: FY94 Q1: Establish data base
 Identify sources
 FY94 Q2: Policy briefing
 FY94 Q3: Projection report
 Policy briefing
 FY94 Q4: Policy briefing

Priority 2: Expand research and publication functions.**PDR-A-2-A:****New Research**

Investigate potential for conducting independent research supported by federal grants, for establishing a Boston Journal of Urban Policy, and for establishing a Boston State of the Economy Index.

TM Project: 117-098 New Research
 Supervisor: B. Consalvo Researchers: Staff
 Milestones: FY94 Q2: Journal
 FY94 Q3: Federal Grants
 FY94 Q4: Economy Index

PDR-A-2-B:**New Formats**

Establish new formats and graphics for reports; upgrade printing.

TM Project: 117-099 New Formats
 Supervisor: B. Consalvo Researcher E. Simon
 Milestones: FY94 Q1: Formats and printing
 FY94 Q2: Graphics

Ongoing Functions:

PDR-A-9-A:

Coordination

Coordinate with other city departments and agencies to cooperate on and avoid duplication of research; work with MAPC, New England Council, Metro Data Center, MISER, and other agencies on regional issues.

TM Project: 202-121 Coordination

Supervisor: Perkins, Avault Researchers: Staff

PDR-A-9-B:

Geographic Displays

Develop spatial analysis and displays of economic and demographic data.

TM Project: 202-116 Spatial Analysis

TM Project: 202-120 Geographic Displays

Supervisor: R. Goetze

PDR-A-9-C:

Miscellaneous Research

Miscellaneous research.

TM Project: 202-100 Miscellaneous Research

Supervisor: B. Consalvo

Public Information

Mission

To organize conferences, publish reports, operate the BRA Library and make research materials accessible to the public. To further research activities through these services.

Key Projects:

PDR-B-0-A:

Public Information

Respond to requests for information from the public.

TM Project:	___-740	Public Information
Supervisor:	B. Consalvo	Researcher:
		R. Bolling
Milestones:	FY94 Q1:	Summary Report
	FY94 Q2:	Summary Report
	FY94 Q3:	Summary Report
	FY94 Q4:	Summary Report

PDR-B-0-B:

Conferences and Seminars

Conduct one major conference and three informal research seminars with outside participation.

TM Project:	202-098	Conferences and Seminars
Supervisor:	G. Perkins	Researcher:
		R. Bolling
Milestones:	FY94 Q1:	Planning
	FY94 Q2:	Seminar
	FY94 Q3:	Conference & Seminar
FY94 Q4:	Seminar	

PDR-B-0-C:

Resource Book

Complete and maintain Resource Book as reference tool.

TM Project:	___-___	Resource Book
Supervisor:	B. Consalvo	Researcher:
		R. Bolling
Milestones:	FY94 Q1:	50 percent complete
	FY94 Q2:	100 percent complete

Priority 1:

Coordinate research activities

PDR-B-1-A:

Education and Outreach

Reestablish the Research Roundtable; establish university contacts for informal advisory council; secure interns for research.

TM Project:	___-___	Education and Outreach
Supervisor:	B. Consalvo	Researcher:
		J. Avault, E. Simon
Milestones:	FY94 Q1:	Roundtable
	FY94 Q3:	Advisory Council
		Interns

PDR-B-1-B:

Professional Articles

Publish research articles in professional journals.

TM Project:-.....Professional Articles
Supervisor: B. Consalvo Researchers: ... Staff
Milestones: FY94 Q4: Two articles

Ongoing Functions:

PDR-B-9-A:

BRA Library Operations

Maintain a professional library in support of the BRA's informational needs.

TM Project:000-350.....BRA Library Operations
Supervisor: B. Consalvo Library Asst. M. Strickland

PDR-B-9-B:

Publication List

Maintain up-to-date publication list; circulate up-to-date publication list to broad mailing list annually.

TM Project:-.....Publication List
Supervisor: G. Perkins Manager: L. Wright

PDR-B-9-C:

Mailing List

Maintain up-to-date circulation list.

TM Project:-.....Mailing List
Supervisor: G. Perkins Manager: L. Wright

PDR-B-9-D:

Weekly Column

Publish weekly column for neighborhood newspapers.

TM Project:-.....Weekly Column
Supervisor: B. Consalvo Researcher: E. Simon

ECONOMIC DEVELOPMENT

Mission

Encourage, review and facilitate the development of projects and disposition of remaining BRA parcels in the downtown, Midtown Cultural District and Chinatown, as well as on the harbor and in waterfront neighborhoods, including the Charlestown Navy Yard, the Fan Pier and Fort Point district.

Functions

- Maximize the provision of public benefits and amenities such as public access to the waterfront and Harborwalk along the water's edge, plus the continuing improvement of water transportation infrastructure.
- Working within the established guidelines of district plans, review and analyze commercial, cultural, retail and housing projects in accordance with Article 31.
- Conduct environmental review and analysis.
- Undertake project management of all projects in the Midtown Cultural District and Chinatown.
- Manage complex major projects such as the New Boston Garden Arena development and the domed stadium feasibility study.
- Prepare and implement the BRA Annual Capital Plan.
- Review development proposals and access plans for significant infrastructure impacts.

Downtown Development

Mission

Manage development review process pursuant to Article 31 for development proposals, giving particular emphasis to major capital investment projects which promote growth in new economic sectors and the Midtown Cultural District. Manage, or assist other departments in managing, the disposition of selected publicly-owned parcels to achieve critical policy objectives. Manage or assist other departments in managing development review of major back office/medical research development proposals. Provide information and education on Boston's development review process. Make recommendations on Downtown Board of Appeal referrals.

Key Projects: Projects which critically contribute to the achievement of essential City and BRA objectives.

ECD-A-0-A:

Hinge Block

Conduct development review of Hinge Block proposals for a mixed-use office, residential, hotel, institutional and retail development.

TM Project: 104-660 Hinge Block

Manager: B. DeLorey

ECD-A-0-B:

Custom House

Conduct development review of the Custom House. The original Custom House will be commercially redeveloped as a hotel in conjunction with 131 State Street with strict adherence to preservation standards and public access to historical areas.

TM Project: 104-404 Custom House

Manager: B. DeLorey

Milestones: FY94 Q2:

Lease execution.

Financing commitment.

MHC/BLC approvals of Historic Structures Report.

Construction start.

ECD-A-0-C:

Commonwealth Center

Work with Citicorp - mortgagee in possession - to market site for redevelopment.

TM Project: 104-025

Commonwealth Center

Manager: B. DeLorey

ECD-A-0-D:

Boston Crossing

Work with Chemical Bank - mortgagee in possession to market site for redevelopment of Lafayette Mall/Hotel.

TM Project: 104-552 Lafayette Mall/Boston Crossing

Manager: B. DeLorey

ECD-A-0-E:**90 Tremont**

Market site for new development proposal. Conduct development review of 90 Tremont Street, a proposal to develop the Dini's site on Tremont Street for office use along with air-rights development over the adjacent Tremont Temple. Purchase of the air-rights would fund the restoration of the Temple, a Class III historic building and restoration of Converse Hall, an 1,800 seat auditorium which would be made available for cultural uses.

TM Project: 104-826 90 Tremont/Tremont Temple

Managers: B. DeLorey, M. Ings

ECD-A-0-F:**110-120 Tremont**

Conduct development review of 110-120 Tremont Street, a mixed-use project of entirely new construction. Market site for new development proposal.

TM Project: 104-031 110-120 Tremont

Manager: B. DeLorey

Milestones:	FY94 Q1:	Site acquisition
	FY94 Q2:	Construction agreement
	FY94 Q3:	Demolition of site
	FY94 Q4:	Article 31 review process

Harbor Development

Mission:

Administer all public and private development projects in the Harborpark neighborhoods to ensure the maximum public benefit and compliance with planning and zoning policies. Manage the development review of major commercial and mixed use projects in the Harborpark area with particular focus on the Downtown Waterfront and Inner Harbor Piers. Manage or assist other departments in managing the disposition of selected publicly owned parcels that promote Harborpark policy objectives. Assist in planning and project review in Harborpark Special Study Areas and in areas adjoining the Downtown Waterfront and Inner Harbor Piers.

Key Projects: Projects which critically contribute to the achievement of essential City and BRA objectives.

ECD-B-O-A: CNY Parcel 7

Develop Parcel 7 Phase I biomed research facility.

TM Project: 102-118 Charlestown Navy Yard Parcel 7

Supervisor: V. Karen

ECD-B-O-B: Central Wharf

Redevelop Central Wharf and Parcel A-3N in concert with New England Aquarium.

TM Project: 104-434 Central Wharf

Supervisor: V. Karen

Milestones: FY94 Q1: Review New England Aquarium feasibility studies.

ECD-B-O-C: Building 104

Coordinate development of Building 104 for 40 units of affordable housing.

TM Project: 102-146 CNY Building 104

Supervisor: V. Karen Manager: A. Schliefer

ECD-B-O-D: Building 105, Ropewalk, and Tar Shed

Coordinate RFPs drafting and submission to the Secretary of the Interior for museum and other uses.

TM Project: 102-130 CNY Building 105

102-127 Ropewalk

102-303 Tar Shed

Supervisor: V. Karen Manager: K. Gray

Milestones: FY94 Q1: Receive DOI approval of amended Program of Preservation and Utilization.

FY94 Q2: Draft RFP.

FY94 Q3: RFP release.

ECD-B-O-E: Army Corps Clean-Up

Assist U.S. Army Corps in environmental clean-up of Navy Yard.

TM Project: 102-177 Army Corps Clean-Up

Supervisor: V. Karen Manager: J. Sullivan

Milestones: FY94 Q1: Work with Army Corps to get work scheduled with priority projects.

Demolition and clean-up start and continues.

Priority 1: Implement disposition and development of Charlestown Navy Yard parcels in a manner consistent with the Master Plan.

ECD-B-1-A:

Parcel 4 - Spaulding Rehabilitation Hospital

Coordinate development of Parcel 4.

TM Project: 102-128 CNY Parcel 4
 Supervisor: V. Karen Manager: K. Gray
 Milestones: FY94 Q1: Coordinate with Spaulding

ECD-B-1-B:

Building 108

Coordinate development of Building 108.

TM Project: 102-132 Building 108
 Supervisor: V. Karen Manager: J. O'Brien
 Milestones: FY94 Q1: Coordinate demolition

ECD-B-1-C:

Building 114

Coordinate development of Building 114.

TM Project: 102-114 CNY Building 114
 Supervisor: V. Karen Manager: K. Gray

ECD-B-1-D:

TMA

Develop Transportation Management Association (TMA) for the Navy Yard.

TM Project: 102-151 CNY Transportation Management Association
 Supervisor: V. Karen Manager: J. O'Brien
 Milestones: FY94 Q1: Work with BTM to establish TMA.

ECD-B-1-E:

Medford Street By-Pass

Coordinate implementation of the Medford Street Bypass Road.

TM Project: 102-222 Medford Street By-Pass
 Supervisor: V. Karen
 Milestones: FY94 Q1: Retain design consultant
 FY94Q4: Complete design

ECD-B-1-F:

Building P

Develop Building P.

TM Project: 102-119 Bldg. P
 Supervisor: V. Karen Manager: O'Brien
 Milestones: FY94 Q1: Construction start.

ECD-B-1-G:

Gate #6

Coordinate construction of new Gate #6 in Charlestown Navy Yard.

TM Project: 102-196 Gate #6
 Supervisor: V. Karen Manager: K. Gray
 Milestones: FY94 Q2: Complete design
 FY94Q3: Start Construction

Priority 2: Implement disposition and development review for waterfront and adjoining neighborhood site.

ECD-B-2-A:

Sargent's Wharf

Develop 100 units of affordable housing on Sargent's Wharf.

TM Project: 104-410 Sargent's Wharf

Supervisor: V. Karen

Ongoing Functions:

ECD-B-9-A:

CNY Parcels

Coordinate development of a public attraction on Parcel 5 - Drydock, Charlestown Navy Yard.

TM Project: 102-180 CNY Parcel 5

Supervisor: V. Karen

Milestones: FY93 Q1: Tentative designation.

ECD-B-9-B:

Parcel P-15-2C-4

Final designation of Life Focus Center on Parcel P-15-2C-4. Awaits State funding for FY92-93.

TM Project: 102-216 Charlestown P-15

Supervisor: V. Karen Manager: J. Sullivan

ECD-B-9-C:

Clippership Wharf

Conduct development review of Clippership Wharf, a residential development of approximately 380 units on the East Boston waterfront. The approved project was delayed by market conditions. The restructured development team proposes to change the design and create rental property. (Project awaiting financing commitments.)

TM Project: 101-006 Clippership Wharf

Manager: B. DeLorey

Capital Projects

Key Projects: Projects which critically contribute to the achievement of essential City and BRA objectives.

ECD-C-0-A:

Charlestown Streets

Charlestown streets.

TM Project: 102-209	Charlestown Streets
Supervisor: P. Reavis	Manager:R. Burke
Milestones: FY94 Q2:	Obtain bids for additional 5 streets.
FY94 Q3:	Begin second phase of street reconstruction.

ECD-C-0-B:

Custom House

Site improvements for Custom House Tower.

TM Project: 104-444	Custom House
Supervisor: P. Reavis	Manager:B. Barbato
Milestones: FY94 Q2:	Work with review staff to develop program for public improvements.

ECD-C-0-C:

CNY Haul Road

Design CNY haul road in Charlestown.

TM Project: 102-193	CNY Haul Road
Supervisor: P. Reavis	Manager:B. Barbato
Milestones: FY94 Q2:	Seek board approval of consultant.

ECD-C-0-D:

CNY Gate 6

Design of CNY Gate 6.

TM Project: 102-196	CNY Gate 6
Supervisor: P. Reavis	Manager:B. Barbato
Milestones: FY94 Q3:	Advertise for bids.
FY95 Q3:	Project complete.

Priority 1: Coordinate design, engineering, bidding and construction phasing of public improvement projects with Authority and other agencies as required for implementation.

ECD-C-1-A:

Ruggles Center Plaza

Ruggles Center Plaza

TM Project: 110-116	Ruggles Center Plaza
Supervisor: P. Reavis	Manager:B. Barbato
Milestones: FY94 Q3:	Construction begins.
FY93 Q4:	Monitor funds and construction.

ECD-C-1-B:

Freedom Trail

Initiate a study of the Freedom Trail

TM Project: 117-297	Freedom Trail
Supervisor: P. Reavis	Manager:B. Barbato
Milestones: FY93 Q3:	Assist DPW in access improvements.

ECD-C-1-C:

First Avenue Improvements

Design of First Avenue Improvements CNY.

TM Project: 102-306	First Avenue CNY
Supervisor: P. Reavis	Manager: B. Barbato
Milestones: FY94 Q2:	Seek consultant proposals.
Milestones: FY94 Q3:	Begin alternative analysis.

ECD-C-1-D:

CNY Building Stabilization

TM Project: 102-305	CNY Building Stabilization
Supervisor: P. Reavis	Manager: B. Barbato
Milestones: FY94 Q2:	Bid Ropewalk complex.
Milestones: FY94 Q3:	Bid Chain Forge Building.

ECD-C-1-E:

U.S. Corp of Eng. Clean-up

TM Project: 102-304	CNY Clean-up
Supervisor: P. Reavis	Manager: B. Barbato
Milestones: FY94 Q2:	Monitor bidding process.
Milestones: FY94 Q3:	Monitor CNY clean-up.

Ongoing Functions:

ECD-C-9-A:

Environmental Review and Comment

Comment on significant City of Boston, State, and/or Federal projects to appropriate State and Federal environmental agencies. Particular emphasis on timely review and comment on proposals before Massachusetts Executive Office of Environmental Affairs-MEPA Unit.

TM Project: 102-175	Environmental Review & Comment
Supervisor: P. Reavis	Manager: D. Mertens

INSTITUTIONAL PLANNING AND DEVELOPMENT

Mission

To coordinate the institutional planning, mapping and special projects functions within the Authority; to work with other departments of the Authority to implement planning and development projects.

Functions

- Oversee all institutional planning and development projects.
- Assist in the planning and development of Boston's "new economy".
- Provide mapping and related services to the Authority and the public.
- Plan and implement special projects undertaken by the Authority.

Institutional Planning

Mission

Develop and establish an institutional planning framework to allow the City of Boston and its neighborhoods to address the benefits and impacts of the potential expansion of medical, educational, and cultural institutions, within the context of the City's neighborhood planning, economic development, and land use planning. Establish an institutional plan for the City of Boston which allows growth to occur with maximum community benefits and minimal community impacts.

Priority 1: Undertake project planning and development review processes for institutional development projects.

IPD-A-1-A:

Bio Square II

The University Associates project is a mixed-use development designed to provide for the long-term needs of the Boston University Medical Center for expanded and upgraded medical research and office space. The project includes the construction of four medical research/office buildings, a 240 room hotel and a 1,000 car parking garage over a ten year development timeframe.

TM Project: 106-156 University Associates
 Supervisor: B. Johnson Manager: O. Donnelly
 Milestones: FY94 Q2: Project Notification Form.

IPD-A-1-B:

Tufts University-Posner Lot

Tufts University Medical School's Posner Lot Project involves the development of a state-of-the-art nutrition research center under the sponsorship of the U.S. Government. The 121,000 gsf project will add significantly to Tufts' research capabilities in the field of nutrition.

TM Project: 104-881 Posner Lot
 Supervisor: B. Johnson Manager: D. Callahan

IPD-A-1-C:

Monitoring Community Benefits

Monitoring Community Benefits for approved projects.

TM Project: 107-098 Ma. College of Art
 107-143 Ma. College of Pharmacy
 Supervisor: B. Johnson Manager: R. Mulligan
 Milestones: FY94 Q1: Beth Israel - Ma. College of Art Report.
 FY94 Q2: Ma. College of Pharmacy Report.

IPD-A-1-D:

Beth Israel Clinical Center

Beth Israel's In-Patient Facility Project involves the construction of 170,000 gsf of new in-patient space on the southeast quadrant of the BIH campus. The new facility will provide modern additional hospital space to accommodate Beth Israel's growth needs.

TM Project: 107-141 Clinical Center
 Supervisor: B. Johnson Manager: D. Garver
 Milestones: FY94 Q2: Review PNF
 Issue Scoping Determination
 FY94 Q3: Review Draft Project Impact Report
 FY94 Q4: BRA Board approval
 Review Final Adequacy Determination

Zoning Commission approval.

IPD-A-1-E: Northeastern University-Engineering Sciences Laboratory

Involves the construction of a 95,000 square foot engineering and science laboratory on the Northeastern Campus, to meet their present and future growth needs.

TM Project: 107-160	Northeastern Engineering Sciences Laboratory
Supervisor: B. Johnson	Manager: O. Donnelly
Milestones: FY94 Q1:	Submit Final Project Impact Report.
FY94 Q2:	Issue Final Adequacy Determination.

IPD-A-1-F: Harvard School of Public Health

Involves the construction of a 76,000 square foot research laboratory building.

TM Project: 107-146	Harvard School of Public Health
Supervisor: B. Johnson	Manager: L. Koff/R. Mulligan
Milestones: FY94 Q1:	Submit Draft Project Impact Report.
FY94 Q2:	Issue Preliminary Adequacy Determination.
FY94 Q3:	Submit Final Project Impact Report.
	Issue Final Adequacy Determination.
	Zoning Board of Appeal

IPD-A-1-G: Children's Hospital-Children's Replacement Garage

Involves the demolition of the existing Children's garage and the construction of a replacement garage.

TM Project: 107-158	Replacement Garage
Supervisor: B. Johnson	Manager: D. Garver
Milestones: FY94 Q1:	Review Master Plan.
	Review PNF.
FY94 Q2:	Issue Scoping Determination.
	Review Draft Project Impact Report.
FY94 Q3:	Issue Preliminary Adequacy Determination.
	Submit Final Project Impact Report.
FY94 Q4:	Final Project Impact Report.

IPD-A-1-H: New England Deaconess Hospital

New England Deaconess Hospital proposes to construct a 335,000 gross square foot research facility on the Deaconess campus.

TM Project: 107-155	New England Deaconess Research Facility
Supervisor: B. Johnson	Manager: L. Koff/D. Callahan
Milestones: FY94 Q1:	Submit Draft Project Impact Report.
FY94 Q2:	Issue Preliminary Adequacy Determination.
FY94 Q3:	Final Project Impact Report.
	Issue Final Adequacy Determination.

IPD-A-1-I: Boston College Stadium Expansion

Boston College has submitted a request to amend their Master Plan to allow for the addition of 12,000 seats to their 42,000 seat stadium.

TM Project: 108-028	Stadium Expansion
Supervisor: B. Johnson	Manager: D. Callahan
Milestones: FY94 Q1:	BRA public hearing.
	Issue Adequacy Determination.

IPD-A-1-J:

New England Medical Center Parcel C Garage

NEMCH has received tentative designation on Parcel C to construct a 455 space garage. Will also require an amendment to their Master Plan.

TM Project: 104-838	Parking Garage
Supervisor: B. Johnson	Manager: D. Callahan
Milestones: FY94 Q1:	Submit Draft Project Impact Report.
	Issue Preliminary Adequacy Determination.
FY94 Q2:	Submit Final Project Impact Report.
	Issue Final Adequacy Determination.
	Final designation.

IPD-A-1-K:

St. Elizabeth's Hospital

St. Elizabeth's has submitted a request to amend their Master Plan to allow for the construction of a 25,000 square foot lab to consolidate patient diagnostic services.

TM Project: 108-018	Hospital Lab
Supervisor: B. Johnson	Manager: D. Callahan
Milestones: FY94 Q1:	Zoning commission approval of Master Plan.

IPD-A-1-L:

Boston College Parking Garage

Boston College proposes to build an 800 space parking garage on their campus.

TM Project: 108-029	Parking Garage
Supervisor: B. Johnson	Manager: D. Callahan
Milestones: FY94 Q1:	BRA public hearing.
FY94 Q2:	Issue Preliminary Adequacy Determination
	Submit Final Project Impact Report

IPD-A-1-M:

Boston English High School

The Harvard Medical Institutes responded to a proposal to renovate the former English High. The development plan calls for conversion of the facility into biomedical research space.

TM Project: 107-092	Biomedical Space
Supervisor: B. Johnson	Manager: D. Garver
Milestones: FY94 Q1:	Final designation.
	Execute Final Land Disposition Agreement.

IPD-A-1-N:

Franciscan Children's Hospital

The Franciscan Children's Hospital proposes to build Phase II of a physical rehabilitation center.

TM Project: 108-005	Rehab Center
Supervisor: B. Johnson	Manager: D. Mulligan
Milestones: FY93 Q4:	Submit Project Notification Form.

IPD-A-1-O:

Dana Farber Research Building

The Dana Farber Cancer Institute proposes to construct a 366,100 square feet research building with below grade parking for 261 spaces.

TM Project: 107-163	Research Building
Supervisor: B. Johnson	Manager: O. Donnelly
Milestones: FY94 Q1:	Submit Draft Project Impact Report.
	Issue Preliminary Adequacy Determination.
	Obtain Board approval.
FY94 Q2:	Submit Final Project Impact Report.
	Issue Final Adequacy Determination.
	Obtain Zoning Commission approval.

IPD-A-1-P:

Boston College Student Center

Boston College proposes to build a 98,000 square feet student activity center.

TM Project: 108-030 Student Center
 Supervisor: B. Johnson Manager: D. Callahan
 Milestones: FY93 Q4: Submit Project Notification Form.
 Issue Scoping Determination.
 FY94 Q1: Submit Draft Project Impact Report.

IPD-A-1-Q:

Boston College Recreational Complex Phase I

Boston College proposes to demolish the existing Flynn Recreation Complex and construct a 90,000 square foot replacement facility.

TM Project: 108-031 Recreational Complex
 Supervisor: B. Johnson Manager: D. Callahan
 Milestones: FY94 Q1: Submit Draft Project Impact Report.
 Issue Preliminary Adequacy Determination.

IPD-A-1-R:

Boston University Armory Site

The Boston University proposes to build student dormitories and commercial space on the Armory site. The dormitories will consist of 507,000 square feet, the commercial space will consist of 43,000 square feet.

TM Project: 108-813 Dormitory/Commercial
 Supervisor: B. Johnson Manager: O. Donnelly
 Milestones: FY94 Q1: Submit Project Notification Form.

IPD-A-1-S:

Northeastern University West Campus Housing

Northeastern University proposes to build 161,500 square feet of student dormitories.

TM Project: 107-161 Dormitories
 Supervisor: B. Johnson Manager: O. Donnelly
 Milestones: FY94 Q1: Complete design review.

IPD-A-1-T:

Harvard University Racquet Facility

Harvard University proposes to build a 40,000 square foot racquet facility.

TM Project: 107-162 Harvard University Racquet Facility
 Supervisor: B. Jonson Manager: D. Garver
 Milestones: FY94 Q3: Submit Project Notification Form.
 Issue Scoping Determination.

IPD-A-1-U:

South Station Phase I

The Tufts University proposes to build Phase I of an International Research Center, consisting of 380,000 square feet.

TM Project: 104-700 Research Center
 Supervisor: B. Johnson Manager: D. Garver
 Milestones: FY94 Q1: Submit Draft Project Impact Report.
 FY94 Q2: Issue Preliminary Adequacy Determination.
 FY94 Q3: Submit Final Project Impact Report.
 Issue Final Adequacy Determination.

IPD-A-1-V:

Whittier Street Health Center

Prepare relocation plan and financing program for the Whittier Street Health Center which will lead to successful relocation and development of a new facility on Parcel 3.

TM Project: 110-101 Whittier Street Health Center
 Supervisor: T. O'Malley Manager: B. Johnson

Milestones: FY94 Q1: Continue efforts to secure financing and program to relocate Center.
FY94 Q2: Secure tentative designation of Whittier Street.

Priority 2: Complete Institutional Master Planning and Longwood Medical Area Master Planning which will lead to the establishment of an institutional planning framework and coordinate institutional expansion with the city-wide Technopolis planning.

IPD-A-2-A:

Longwood Medical MP

Conduct Longwood Medical Area Master Planning with the Medical Area Service Corporation (MASCO).

TM Project: 107-129 MASCO

Supervisor: B. Johnson

Milestones: FY94 Q2: Obtain community and BRA Board approval.

Projects Assigned to Other Departments

ECD

Spaulding Rehabilitation Hospital

Assist in the relocation of the Spaulding Rehabilitation Hospital to the Charlestown Navy Yard as part of the Central Artery Project.

Community Development

Mission

Expand economic opportunities that benefit residents of Boston's neighborhoods in particular community development efforts in Roxbury through the economic inclusion of the community in development, and enhancing the physical and economic environment of Boston's neighborhoods.

Priority 1: Southwest Corridor & Dudley

IPD-B-1-A:

Parcel 18/Ruggles Center

Provide technical and staff support to the Parcel 18+ Task Force, Roxbury and Chinatown Trust Committees, Parcel 18 Housing Advisory Committee and Minority Business Enterprise Advisory Panel. These committee responsibilities are contained in the Parcel 18 Cooperation Agreement, which the BRA and Parcel 18 Task Force are signatories.

TM Project: 110-105 Ruggles Center/Parcel 18

Supervisor: B. Johnson

Milestones: FY93 Q2:

Complete final Declaration of Trust/Rules and Regulations for the Roxbury and Chinatown Trust Fund Committee.

Complete draft Mission statement and Rules and Regulations regarding use of Housing Linkage monies for Parcel 18 Housing Advisory Panel.

FY94 Q3:

Determine what phase of the project to include the Minority Business Enterprise incubator.

IPD-B-1-B:

Parcel P-3

Development of a 75,000 square foot neighborhood retail mall.

TM Project: 110-118 Campus High Parcel P-3

Milestones: FY94 Q1:

Final designation.

IPD-B-1-C:

Dudley Square Plan/MBTA Dudley

Complete preparation of the master plan and revitalization program for Dudley Square. Coordinate MBTA planning affecting Dudley Square including reconstruction of Dudley Terminal, Orange Line replacement, and Washington Street reconstruction.

TM Project: 110-119 Dudley Business District

TM Project: 110-096 MBTA/Dudley Square Coordination

Supervisor: B. Johnson

Milestones: FY94 Q1:

BRA Board ratification of Master Plan.

IPD-B-1-D:

Parcels 9 & 10

Initiate disposition process for Parcels 9 and 10 under terms of DCPO MOA.

TM Project: 110-009 Parcels 9 and 10.

Supervisor: B. Johnson

Milestones: FY94 Q2:

Organize CAC according to terms of MOA.

Undertake alternative use analysis with citizen advisory committee.

Issue RFP.

IPD-B-1-E:

New Dudley Street II

Complete design plans for construction of New Dudley Street Phase II.

TM Project: 110-114 New Dudley Street Phase II

Supervisor: B. Johnson Manager: B. Barbato

Milestones: FY94 Q1: State completes right-of-way negotiations on buildings.

Mapping

Mission

To provide the Authority and the public with comprehensive and up-to-date mapping services; to assist the Authority's planning mission by providing technical assistance within mapping and zoning proposals; to assist with special study projects.

Ongoing Functions

IPD-C-9-A:

Map Revisions

Map Revisions

TM Project: 204-127 Downtown Boston Zoning Map
 TM Project: 204-330 Map Updating (Zoning Base Maps)
 TM Project: 117-075 Map Updating (old Photogrammetrics)
 TM Project: 204-330 Major Thoroughfare Plan

Supervisor: B. Johnson Technical Staff: P. Neitz, V. Young

Projects Assigned to Other Departments

ECD

Primary Mapping Activities

Mapping provides staff support to other departments in the pursuit of their projects and objectives. A list of primary ECD projects follows.

TM Project: 102-100 Charlestown Navy Yard
 TM Project: 102-209 Charlestown Street Contracts
 TM Project: 104-806 Chinatown
 TM Project: 102-290 City Square (Charlestown)
 TM Project: 117-110 Harborpark Plan
 TM Project: 102-193 Haul Road (South Boston)
 TM Project: 106-202 Hayes Park (South End)
 TM Project: 102-237 Mead Street Stairs
 TM Project: 103-021 Northern Avenue Bridges
 TM Project: 000-560 Parking Lot Layouts
 TM Project: 114-005 Readville Yards
 TM Project: 104-410 Sargents Wharf
 TM Project: 110-120 Schoolboy Stadium (Campus High)
 TM Project: 106-212 Shawmut Avenue
 TM Project: 110-114 New Dudley Street II
 TM Project: 110-027 Southwest Corridor (Econ. Dev. Prog.)
 TM Project: 103-001 Subaru Site (South Boston)
 TM Project: 117-106 Stride Rite Site (South End)

Supervisor: B. Johnson Technical Staff: P. Neitz, V. Young

IPD**Primary Mapping Activities**

Mapping provides staff support to other departments in the pursuit of their projects and objectives. A list of primary IPD projects follows.

TM Project: 201-789	Beth Israel (Rezoning)
TM Project: 110-129	Blair Site
TM Project: 107-090	English High Site
TM Project: 117-007	Genzyme Project
TM Project: 107-089	Longwood Medical Area
TM Project: 110-116	Ruggles Center
TM Project: 201-430	Third Harbor Tunnel (South Boston)

Supervisor: B. Johnson

Technical Staff: P. Neitz, V. Young

NHD**Primary Mapping Activities**

Mapping provides staff support to other departments in the pursuit of their projects and objectives. A list of primary NHD projects follows.

TM Project: 104-204	Lowell Square
TM Project: 200-277	Mattapan Hospital Site
TM Project: 109-004	Mission Main Housing
TM Project: 106-235	South End Development Policy/Master Plan
TM Project: 106-247	South End/Lower Roxbury

Supervisor: B. Johnson

Technical Staff: P. Neitz, V. Young

NPZ**Primary Mapping Activities**

Mapping provides staff support to other departments in the pursuit of their projects and objectives. A list of primary NPZ projects follows.

TM Project: 117-121	Crosstown
TM Project: 109-091	East Boston (Rezoning)
TM Project: 110-103	Heritage Park (Mosque)
TM Project: 109-091	Jamaica Plain (Rezoning)
TM Project: 117-105	Maritime Economy Reserve Zone
TM Project: 104-063	North End (Rezoning)

Supervisor: B. Johnson

Technical Staff: P. Neitz, V. Young

UDD**Primary Mapping Activities**

Mapping provides staff support to other departments in the pursuit of their projects and objectives. A list of primary UDD projects follows.

TM Project: 210-080	Cambridge Street (Rezoning)
TM Project: 204-420	Central Artery
TM Project: 102-167	Circumferential Transit Line
TM Project: 104-126	Downtown PDAs
TM Project: 103-005	Fan Pier (Fort Point Channel)
TM Project: 103-028	Fort Point Channel Base Maps
TM Project: 117-297	Freedom Trail
TM Project: 104-662	Hinge Block
TM Project: 117-070	Huntington Avenue
TM Project: 204-126	Landmarks
TM Project: 200-077	Megaplex Site
TM Project: 104-807	Midtown Cultural District
TM Project: 104-807	Theater District

Supervisor: B. Johnson

Technical Staff: P. Neitz, V. Young

RES

Primary Mapping Activities

Mapping provides staff support to other departments in the pursuit of their projects and objectives. A list of primary RES projects follows.

TM Project: 117-702 Real Estate Property Disposition

Supervisor: B. Johnson Technical Staff: P. Neitz, V. Young

NEIGHBORHOOD HOUSING AND DEVELOPMENT

Mission

The Neighborhood Housing and Development Department (NHD) works to ensure that residents of Boston's neighborhoods share in the many benefits produced by the area's economy. The department encourages the development and preservation of affordable housing, improves the environment in neighborhoods, and works to increase economic opportunities in neighborhoods, particularly those who are fighting disinvestment. In carrying out its mission, NHD actively involves residents in the participation of broad range planning and project development activities.

NHD programs encourage the formation and growth of minority business enterprises and community-based nonprofit development organizations, and seek to maximize public benefits from private development projects, including the administration of development impact projects which contribute "linkage fees" to the Neighborhood Housing Trust (NHT).

Functions

- Investigate alternative community economic development strategies and assess the feasibility of implementing these strategies in Boston's neighborhoods, i.e., tax increment financing, enterprise zones, etc.;
- Work with local businesses to provide technical assistance, encourage and assist in the formation and growth of entrepreneurial nonprofit community corporations and minority business enterprises;
- Work with residents to insure that they receive a fair share of benefits from development projects impacting their neighborhoods;
- Rebuild neighborhood environments by formulating area plans which shape public and private actions;
- Seek and support citizen involvement in all phases of the department's planning and implementation of programs and projects;
- Undertake housing production programs which includes site identification, formulation of development programs, designation of development entities, and arranging for gap financing, secure necessary financing to develop projects and increase the supply of housing through timely review of projects which require zoning relief; and
- Implement the City and BRA goals of fair housing and affirmative marketing through screening, orientation, and monitoring of developers of covered housing, education of staff, and coordination with the Boston Fair Housing Commission.

Neighborhood Development

Mission

NHD will expand economic opportunities that benefit residents of Boston through the economic inclusion of the community in development, and enhancing the physical and economic environment of Boston's neighborhoods.

Key Projects: Projects which critically contribute to the achievement of essential City and BRA objectives.

NHD-A-0-A:

Boston State Hospital

Prepare report which provides an overview analysis of the development potential and constraints of the Boston State Hospital property and outlines actions the City might take to achieve timely development.

TM Project: 115-004	Boston State Hospital
Supervisor: T. O'Malley	Manager: P. Zeigler
Milestones: FY93 Q1:	Prepare Memorandum of Understanding to be executed by participating parties with EDIC and seek Board approval to commence Master Planning process.
FY93 Q2:	Begin Master Plan process with EDIC and Citizen's Advisory Committee.
	Develop detailed outline of tasks to be performed as part of the development of the Plan.
FY94 Q1:	Continue to seek legislative action pertaining to the disposition of the site.

NHD-A-0-B:

South End Development Policy

Work with the South End Working Group to complete the South End Development Policy Plan and bring the plan to the local community for review and comment.

TM Project: 106-235	South End Master Plan
Supervisor: T. O'Malley	Manager: P. Zeigler
Milestones: FY94 Q1:	Review final zoning with zoning subcommittee and working group.
	Review final zoning amendment for submission to BRA Board and Zoning Commission.

NHD-A-0-C:

Boston Center for the Arts

Continue to work with BCA on outstanding issues related to their future development program and current plans to develop Parcel 8 for parking.

TM Project: 106-108	Boston Center for the Arts
Supervisor: T. O'Malley	Manager: M. Faria

NHD-A-O-D:

South End / Lower Roxbury Open Space Land Trust

As part of the South End Development Policy, identify additional BRA-owned parcels suitable for community gardens and proceed with conveyance procedures with the South End Land Trust.

TM Project: 106-247 S.E./L.Rox. Land Trust, Phase II
 Supervisor: T. O'Malley Manager: P. Zeigler
 Milestones: FY94 Q1: Secure agreements on management of selected parcels under the open space and community gardens program.
 Work toward advertising second phase parcels for conveyance to South End/Lower Roxbury Community Land Trust.

NHD-A-O-E:

Boston Dialysis Clinic

Assist in the development of a Boston Dialysis Clinic for the operation of a kidney dialysis center and other related medical sources.

TM Project: 106-178 Boston Dialysis Clinic
 Supervisor: T. O'Malley Manager: M. Faria
 Milestones: FY93 Q4: Start construction.
 FY94 Q4: Complete construction.
 Certificate of Completion.

Housing Production

Mission

NHD will work to implement the BRA's housing policy by developing programs and projects to expand the supply of housing with an emphasis on creating units that are affordable to low-and moderate-income households and assisting in the siting and provision of special needs housing. The department will continue to promote mixed income housing developments and to improve access to affordable and market-rate housing in Boston.

Key Projects: Projects which critically contribute to the achievement of essential City and BRA objectives.

NHD-B-0-A:

Infill/MLK

Coordinate the development of 16 Infill units at Martin Luther King Boulevard and Kingston Street for low and moderate income households.

TM Project: 110-306	Infill/MLK
Supervisor: A. Torres	Manager: A. Schleifer
Milestones: FY93 Q1:	Secure financing.
	Start construction.
FY93 Q3:	Complete construction.

NHD-B-0-B:

Oak Terrace

Assist in the development of Chinatown Parcel B, 88 units of housing, at least 67% of which will be affordable.

TM Project: 104-842	Chinatown Parcel B
Supervisor: T. O'Malley	Manager: T.F. Yeh
Milestones: FY94 Q1:	Start construction.

NHD-B-0-C:

Lowell Square

Develop 199 affordable housing units Phase I at the Lowell Square site.

TM Project: 104-204	Lowell Square
Supervisor: T. O'Malley	Manager: A. Torres
Milestones: FY94 Q1:	Design review.
	Design review approval.
	Secure financing.
FY94 Q4:	Board of Appeal Hearing/Approval.
	Start construction.

NHD-B-0-D:

C.A.B.

Develop C.A.B. as 8 units of housing, all of which will be affordable.

TM Project: 110-212	C.A.B.
Supervisor: T. O'Malley	Manager: A. Torres
Milestones: FY94 Q1:	Secure permanent financing.
	Start construction.
FY94 Q2:	Construction.
FY94 Q3:	Market 8 units.

NHD-B-0-E:

Lancaster House

Coordinate the development of Lancaster House as 40 rental units, 12 of the units will be available to low and moderate income households.

TM Project: 106-243.....Lancaster House
Supervisor: A. Torres Manager: M. Faria

NHD-B-0-F:

Lewis Mall

Assist in the development of 47 units for the elderly and support services.

TM Project: 101-030.....Lewis Mall
Supervisor: T. O'Malley Manager: A. Torres
Milestones: FY94 Q1: Start construction.
 FY94 Q4: Complete construction.

NHD-B-0-G:

Brighton Senior Housing

90 unit elderly assisted living.

TM Project: 108-025.....50 Sutherland Road
Supervisor: T. O'Malley Manager: A. Schleifer
Milestones: FY94 Q1: Article 31 Program Review.

NHD-B-1-H:

Building 104

Coordinate the construction of 46 low income elderly units in Building 104 in Charlestown's Navy Yard.

TM Project: 102-146.....Building 104
Supervisor: T. O'Malley Manager: A. Schleifer
Milestones: FY93 Q4: Construction start.

Priority 1: Pipeline Projects: Project Management - complete construction, marketing and occupancy for all developments which have started construction.

NHD-B-1-A:

Langham Court

Assist in the marketing of Langham Court as 84 units of housing, 56 of which will be affordable.

TM Project: 106-240.....Langham Court
Supervisor: A. Torres Manager: M. Faria
Milestones: FY94 Q1: Market 3 coop units.

Priority 2: Asset management of development projects. Restructure debt and equity in projects by negotiating with financial institutions and identifying tenants, homebuyers or financing and marketing programs which offer assistance.

NHD-B-2-A:

Fountain Hill

Assist in the sell out of 21 units at Fountain Hill, Phase I, a 46 unit development, and the resolution of debt owed to the Boston 5.

TM Project: 110-216.....Fountain Hill Square
Supervisor: T. O'Malley Manager: A. Torres
Milestones: FY94 Q1: Complete sell out of remaining 11 units.

NHD-B-2-B:

Winslow Court

Assist in the sell out of units at Winslow Court, a 24 unit, affordable development.

TM Project: 110-022 Winslow Court 1

Supervisor: T. O'Malley Manager: A. Torres
Milestones: FY94 Q1: Complete sell out of remaining 2 units.

NHD-B-2-C:

St. James Estates

Assist in the sell out of 7 units at St. James Estates, a 22 unit project, 8 of which are affordable.

TM Project: 110-314 St. James Estates
Supervisor: O. Donnelly Manager: A. Torres
Milestones: FY94 Q1: Complete debt repayment to Bank of Boston.
 FY94 Q2: Complete sale of 7 units.

NHD-B-2-D:

TDC IV

Complete the sell out of 8 units Marcus Tyler Condominiums located at East Berkeley Street.

TM Project: 106-153 TDC IV
Supervisor: O. Donnelly Manager: A. Torres
Milestones: FY94 Q1: Complete sell out of remaining 8 units.

Priority 3: Pipeline Projects: Planning and Development -complete final arrangements and initiate construction on parcels already designated for development. Re-examine projects which have been designated for development to determine which can realistically begin construction in FY92. Assist designated developers in securing adequate gap financing to allow construction initiation.

NHD-B-3-A:

32 Dale

Assist in the development of 32 Dale Street as 20 units of housing, 10 of which will be affordable.

TM Project: 110-315 32 Dale
Supervisor: A. Torres Manager: A. Schleifer
Milestones: FY94 Q1: Apply for financing.
 Secure financing.
 FY94 Q3: Start construction.

NHD-B-3-B:

7-8 Alvah Kittredge

Develop 7-8 Alvah Kittredge as 8 units of housing, 2 of which will be affordable.

TM Project: 110-217 7-8 Alvah Kittredge
Supervisor: A. Torres

NHD-B-3-C:

Parcel R-87

Coordinate development of Parcel R-87, as a single family project.

TM Project: 102-224 Charlestown R-87
Supervisor: A. Torres Manager: J. Sullivan
Milestones: FY94 Q1: RFP release.
 FY94 Q2: Tentative designation.

NHD-B-3-D:

Parcel P-2

Develop Parcel P-2 as a single family unit housing development.

TM Project: 102-215 Charlestown Parcel P-2
Supervisor: A. Torres Manager: Sullivan
Milestones: FY94 Q1: Request for Proposal.
 FY94 Q2: Tentative designation.

NHD-B-3-E:

1900 Washington Street

Sell housing and 5,000 square feet vacant lot for development to Youth Build for offices, classrooms and eight units of lodging.

TM Project: 106-207 1900 Washington Street
 Supervisor: T. O'Malley Manager: M. Faria
 Milestones: FY93 Q1: Apply for financing.
 FY93 Q2: Secure financing.
 FY93 Q3: Start construction.

NHD-B-3-F:

Parcels SE-98A and B

Sale of two vacant parcels for institutional, commercial or residential reuse.

TM Project: 106-205 Parcels SE-98A & B
 Supervisor: T. O'Malley Manager: M. Faria
 Milestones: FY93 Q2: Tentative designation.

NHD-B-3-G:

Mei-Wah Village-Phase 1

Assist in the development of Chinatown Parcel A Phase I, 17 units, 100% of which will be affordable. (All phases of Parcel A will consist of approximately 150 units, 60% of which will be affordable.)

TM Project: 104-841 Chinatown Parcel A
 Supervisor: T. O'Malley Manager: T.F. Yeh
 Milestones: FY94 Q1: Apply to ISD, Board of Appeal.
 Board of Appeal hearing/approval.
 Start construction.

NHD-B-3-H:

Single Family Homes Initiative

Formulate a program for the development of single family homes on BRA-owned sites in various neighborhoods throughout the City.

TM Project: 117-124 Single Family Homes Initiative
 Supervisor: T. O'Malley Manager: A. Torres
 Milestones: FY94 Q1: Prepare detailed proposals for each of the selected single family home sites.
 Begin review with various community groups.
 FY94 Q2: Complete proposals for each site, and begin drafting RFP's.

Priority 4: Future Developments: Identify additional BRA-owned parcels appropriate for housing construction and begin pre-designation activities.

NHD-B-4-A:

Posner Hall

Coordinate the development of 99 SRO units as part of a land exchange and disposition process with Tufts University to increase the amount of affordable housing opportunities in Chinatown and build a YMCA center.

TM Project: 104-880 Posner Hall
 Supervisor: A. Torres
 Milestones: FY93 Q1: Appraise property
 Execute P & S.
 Exchange land.
 Apply for financing.
 Secure financing.
 Start construction.
 FY93 Q2: Affirmative Marketing Plan approval.

NHD-B-4-B:

Infill/Eustis

Assist in the redevelopment of 8 Infill units to a special needs housing and supportive services.

TM Project: 110-130	Infill/Eustis
Supervisor:A. Torres	Manager:A. Schleifer
Milestones: FY94 Q1:	Apply for financing.
	Secure financing.
FY94 Q3:	Start construction.
	Affirmative Marketing Plan approval.
	Complete Construction.

NHD-B-4-C:

Parcel R-10A, R-13

Coordinate the development of mixed income housing in the South End.

TM Project: 106-168	Parcel R-10A, R-13
Supervisor: T. O'Malley	Manager:M.Faria
Milestones: FY94 Q1:	Apply for financing.
FY94 Q2:	Secure financing.
FY94 Q4:	Approve drawings.

NHD-B-4-D:

Parcel RC-6

Coordinate the development of mixed income housing in the South End.

TM Project: 106-169	Parcel RC-6
Supervisor: T. O'Malley	Manager:M. Faria
Milestones: FY94 Q1:	Apply for financing.
FY94 Q2:	Secure financing.
FY94 Q4:	Approve drawings.

Priority 5:

Administration and implementation of housing policy.

NHD-B-5-A:

Bank Programs and Mortgage Lending

Work with other agencies and departments to ensure the banking and mortgage industry meets the credit needs of Boston's neighborhoods. Provide technical assistance to community banking commission. Review bank programs for compliance.

TM Project: 117-511	Mortgage Lending
Supervisor: T. O'Malley	Manager:A. Torres

Ongoing Functions:

NHD-B-9-A:

Boston AIDS Consortium Housing

Assist the Housing Task Force of the Boston Aids Consortium to improve access to existing housing and to identify sites or develop new housing for people with AIDS (PWAs).

TM Project: 117-509	AIDS Consortium
Supervisor: T. O'Malley	Manager:A. Torres

NHD-B-9-B:

Affirmative Marketing

Coordinate the BRA's fair housing and affirmative marketing activities by meeting with other city, state and community agencies to facilitate implementation. Develop marketing activities to broaden housing opportunities through training programs for BRA staff, developers and other involved in the production of assisted housing. Provide information and materials on contents required for Affirmative Fair Housing Marketing Plans to developers and real estate representatives, BRA staff and others.

TM Project: 117-500 Fair Housing and Marketing
Supervisor:A. Torres Manager:.....

Projects Assigned to Other Departments

NPZ:

BOA Housing

Review all neighborhood housing development projects which are larger than twelve units and prepare recommendations for the BRA's Board on the Board of Appeal cases.

TM Project: 117-090 Zoning Board of Appeal
Supervisor:A. Torres Manager:A. Schleifer

NEIGHBORHOOD PLANNING AND ZONING

MISSION

Neighborhood Planning & Zoning conducts and implements planning analyses and zoning initiatives for the neighborhoods and waterfront areas of Boston. The department coordinates the public review process, and responds to public requests regarding zoning.

Neighborhood Planning & Zoning oversees the revision and updating of the Zoning Code and provides land use law expertise in drafting and reviewing zoning changes. The department is liaison to and staff for the Zoning Commission, makes planning recommendations to the Board of Appeal, and develops environmental policies and plans.

FUNCTIONS

- Perform neighborhood planning and zoning studies and master plans; conduct the planning and re-zoning process for each neighborhood.
- Develop and implement land use policies for Harborpark and the neighborhoods.
- Revise the Zoning Code; recommend to the BRA Board and Zoning Commission and implement zoning code and map amendments.
- Complete land use plan and zoning for the Central Artery and develop long range strategies to implement the plan.
- Conduct waterfront planning analyses and complete the Harborpark Plan.
- Coordinate institutional master planning process and development reviews with neighborhood planning and zoning processes.
- Review and make planning recommendations on Board of Appeal applications.
- Develop environmental and open space policies.

Neighborhood Planning and Zoning

Mission

Develop and establish neighborhood zoning plans, conduct comprehensive planning studies, and coordinate related activities leading to the adoption of final zoning regulations. Research and analyze neighborhood zoning issues. Organize effective community participation in neighborhood planning and zoning activities. Coordinate inter- and intra-agency efforts relating to these functions. Develop environmental policies and plans.

Recommend amendments to the Zoning Code for the Neighborhoods after promoting public review and comment on amendments. Provide technical assistance through zoning code revision. Provide land use law expertise in drafting and reviewing zoning changes. The Department is liaison to and staff for the Zoning Commission.

Review Board of Appeal cases, including but not limited to, variance and conditional use permit applications, interim planning permit applications, and planned development areas (PDAs). Facilitate design review by the Urban Design & Development department as required by the Board of Appeal.

Conduct waterfront planning studies, complete Harborpark Plan and Harborpark Zoning. Assist UDD and ED in review of waterfront development projects.

Key Projects: Projects which critically contribute to the achievement of essential City and BRA objectives:

NPZ-A-0-A

Zoning Commission Liaison

Act as liaison and advisor to the Zoning Commission.

TM Project:210-080 Zoning Commission

Supervisor:L. Mongelli Haar

NPZ-A-0-B:

New Zoning Code

Recode the Zoning Code.

TM Project:201-812 New Zoning Code

205-502..... Land Use Law Research & Consultation

107-091..... Development Review Requirements

Supervisor:L. Mongelli Haar Manager:C. Barr

Milestones: FY94 Q1: Complete revision to Development Review Requirements.

 FY94 Q2: Complete recodification of Downtown Zoning.

Priority 1: Prepare and conduct neighborhood planning analyses and draft zoning.

NPZ-A-1-A: Charlestown

Develop new zoning for Charlestown neighborhood.

TM Project: 102-291 Charlestown Rezoning
 Supervisor: L. Mongelli Haar Manager: J. Sullivan
 FY94 Q1: Continue community planning process.
 Submit zoning for BRA board approval.

NPZ-A-1-B: Columbia Point

Develop plan and new zoning for Columbia Point Masterplan.

TM Project: 111-024 Columbia Point Master Plan
 Supervisor: L. Mongelli Haar
 Milestones: FY94 Q3: Complete planning studies in conjunction with UDDP.

NPZ-A-1-C: West Roxbury

Conduct planning and land use analyses for West Roxbury IPOD.

TM Project: 113-091 West Roxbury Rezoning
 113-001 West Roxbury-NP
 Supervisor: L. Mongelli Haar Manager: C. Wall
 Milestones: FY94 Q1: Complete planning and community review.
 Submit permanent zoning to BRA Board and Zoning Commission.

NPZ-A-1-D: Mission Hill

Develop new zoning for Mission Hill neighborhood.

TM Project: 109-191 Mission Hill Rezoning
 109-004 Mission Hill-NP
 Supervisor: L. Mongelli Haar Manager: L. Koff, R. Shaklik
 Milestones: FY94 Q2: Continue land use and planning analyses for rezoning.

NPZ-B-1-E: Mattapan

Conduct land use analyses and adopt new zoning for Mattapan.

TM Project: 115-091 Mattapan Rezoning
 115-001 Mattapan-NP
 Supervisor: L. Mongelli Haar Manager: H. Monestime
 Milestones: FY94 Q4: Conduct zoning and land use analyses.

NPZ-B-1-F: Andrew Square

Develop new zoning for Andrew Square Neighborhood.

TM Project: 103-030 Andrew Square IPOD
 Supervisor: L. Mongelli Haar Manager: G. Morancy
 Milestones: FY94 Q1: Conduct planning and zoning analyses and community review.

NPZ-B-1-G: Dorchester

Conduct land use analyses and develop new zoning for Dorchester Neighborhood.

TM Project: 111-013 Dorchester Rezoning
 Supervisor: L. Mongelli Haar Manager: M. Ali-Salaam
 Milestones: FY94 Q1: Conduct planning and zoning analyses.

NPZ-B-1-H:

Crosstown Plan

Develop Crosstown Plan and new zoning.

TM Project: 117-106 Crosstown Plan

Supervisor: L. Mongelli Haar Manager: C. Araujo

FY94 Q2: In conjunction with UDDP and IPD, conduct planning analyses to develop plan for Crosstown District and revised zoning.

NPZ-B-1-I:

Longwood Medical Area

Develop new zoning for Longwood Medical Area.

TM Project: 107-091 Longwood Medical Area

Supervisor: L. Mongelli Haar Manager: C. Barr

Milestones: FY94 Q1: Conduct zoning analyses.

NPZ-B-2-J:

Fort Point Channel Open Space Plan

Develop Public Realm Plan for Fort Point Channel.

TM Project: 103-007 Fort Point Channel, SSA

Supervisor: L. Mongelli Haar Manager: C. Araujo

Milestones: FY94 Q1: Complete planning process with FPC Working Group.
Initiate Public Realm Plan for Fort Point Channel.

NPZ-B-2-K:

Harborpark Plan

Complete Harborpark Plan.

TM Project: 117-110 Harborpark Plan

Supervisor: L. Mongelli Haar

Milestones: FY94 Q1: Continue planning studies on water use and water transportation networks and special destinations and coordinate with EOEa.

Priority 2: **Develop environmental policy. Help work with DEP Air Quality Division and BTD to develop legislation to accelerate adoption of improved emission control standards.**

NPZ-B-2-A:

Open Space Network

Develop and review open space programs and environmental policies in conjunction with Parks Department and Environment Department.

TM Project: 201-101 Environmental Planning

201-818..... Open Space Policy Network

Supervisor: L. Mongelli Haar

NPZ-B-2-B:

Beaches

Boston Beaches Revitalization Commission - staff and assist Commission on revitalization of beaches in Boston Harbor.

TM Project: 117-271 Beaches

Supervisor: L. Mongelli Haar Manager: V. Karen, E. Roche

Milestones: FY93 Q2: Public hearings.

Prepare and issue preliminary report.

FY93 Q3: Prepare final report.

FY93 Q4: Issue final report.

NPZ-B-2-C:

Children's Museum

Children's Museum expansion.

TM Project: 103-029 Children's Museum

Supervisor: L. Mongelli Haar

Milestones: FY94 Q1: Make final design recommendation on Children's Museum expansion project in conjunction with BCDC.

Ongoing Functions

NPZ-A-9-A:

Board of Appeal Reviews

Conduct timely reviews and recommendations on all Board of Appeal cases with the active involvement of neighborhood groups and residents.

TM Project: 117-089 Board of Appeal Program
 117-090 Zoning Board of Appeal
 108-090 Allston-Brighton Board of Appeal
 109-090 Jamaica Plain Board of Appeal
 107-090 Fenway/Kenmore Board of Appeal
 102-090 Charlestown Board of Appeal
 104-094 Chinatown Board of Appeal
 115-090 Mattapan Board of Appeal
 111-090 Dorchester (North) Board of Appeal
 101-090 East Boston Board of Appeal
 116-090 Dorchester (South) Board of Appeal
 114-090 Hyde Park Board of Appeal
 115-090 Mattapan Board of Appeal
 104-093 North End Board of Appeal
 112-090 Roslindale Board of Appeal
 110-090 Roxbury Board of Appeal
 103-090 South Boston Board of Appeal
 106-090 South End Board of Appeal
 113-090 West Roxbury Board of Appeal
 Supervisor: L. Mongelli Haar Manager: G. Morancy

URBAN DESIGN AND DOWNTOWN PLANNING

MISSION

Urban Design and Downtown Planning provides comprehensive planning and design services for downtown and the neighborhoods. The Department reviews all major projects, both private and public, within the Downtown and with other BRA departments, review major institutional and selected neighborhood residential and commercial projects. Urban Design and Downtown Planning manages the disposition of all BRA and selected City owned land and buildings in central Boston.

FUNCTIONS

- Manage and design review of the Downtown and neighborhoods, and major institutional development proposals, with particular emphasis on priority projects of the BRA.
- Complete the urban design and planning analysis, public review and permanent zoning for the Downtown.
- Develop district design studies for selected special study areas designated in the new Downtown Zoning and assist those departments completing comparable studies elsewhere in the City.
- Prepare and distribute developers kits for major BRA owned and selected City owned disposition parcels.
- Contribute to the BRA's intensive downtown and neighborhood housing production efforts through direct project management and collaboration with other departments.
- Carry out design review on all projects in the downtown and neighborhoods approved by the Board of Appeals subject to BRA Design Review.
- Carry out urban design analysis and develop development options for various economic development projects.
- Give public presentations, to visiting delegations, on urban design and planning in Boston.

Design Review

Mission

Provide design review services for all projects requiring Article 31 review and Board of Appeal cases requiring BRA review for selected development projects within the city. Assist in master planning for the Charlestown Navy Yard. Review all proposed projects in the Navy Yard for conformity with the Master Plan and Rehabilitation Guidelines. Prepare development alternatives that complement the historic district and harbor pier development.

Conduct or coordinate the comprehensive review of the environmental and infrastructure impacts of all downtown projects, and any other project for which there is a Project Impact Report, "Environmental Impact Review" or a "Development Impact Project Plan" submission. Assist in planning studies which require impact assessments. Provide comprehensive mapping and model making services to BRA staff and other City departments. Maintain computerized mapping database. Maintain archives of project drawings, photographs, mapping documents, and inactive models.

Priority 1: Coordinate with other departments in developing and working on design/environmental projects.

UDD-A-1-A:

CNY Building Stabilization Program

CNY Building Stabilization Program

TM Project:	102-121	Building 58
	102-102.....	Building 62
	102-127.....	Building 75
Supervisor:	H. Russell	Manager:.....D. Carlson

UDD-A-1-B:

Building at Yard's End

A 1.5 million square feet biotech research/office space and parking garage development.

TM Project:	102-172	Building A Yard's End
Supervisor:	H. Russell	

Projects Assigned to Other Departments

ECD:

CNY Design Review

CNY design review and construction monitoring.

TM Project:	102-146	Building 104
	102-119.....	Building P
	102-307.....	Building 114
Supervisor:	H. Russell	Manager:.....D. Carlson

ECD

Freedom Trail

Initiate a barrier-free accessibility study of the Freedom Trail.

TM Project: 117-297 Freedom Trail
Supervisor: H. Russell Manager: D. Carlson

IPD:

Boston College Dormitories

Design review of 600 bed college dormitory building.

TM Project: 108-027 Boston College Dormitories
Supervisor: H. Russell Manager: R. Kroin

IPD:

Shriner Hospital

Design review of 250,000 square foot clinical, research, parking facility.

TM Project: 104-220 Shriner Burn Institute
Supervisor: H. Russell Manager: R. Kroin

IPD:

Joslin Diabetic Clinic

Design review of 100,000 square foot clinical, research facility.

TM Project: 107-100 Joslin Diabetic Clinic
Supervisor: H. Russell Manager: R. Kroin

IPD:

Deaconess Hospital

Design review of 600,000 square foot clinical facility and a 200,000 square foot research facility.

TM Project: 107-153 Deaconess Hospital
Supervisor: H. Russell Manager: R. Kroin

IPD:

Beth Israel Hospital

Design review of rehabilitation and new construction of Phase I 300,000 square feet, Phase II 500,000 square feet of office, parking facilities.

TM Project: 107-147 Beth Israel Hospital
Supervisor: H. Russell Manager: R. Kroin

IPD:

Brigham and Womens Hospital

Design review of 200,000 square feet clinical support facility.

TM Project: 107-134 Brigham & Womens Hospital
Supervisor: H. Russell Manager: R. Kroin

NHD:

Chinatown

Conduct design review of Chinatown parcels, including Oak Street Village and Parcel P-12.

TM Project: 104-841 Parcel A
 104-842..... Parcel B
Supervisor: H. Russell Manager:

NHD:

Lowell Square Housing

Design review of 200 units affordable housing project at Lowell Square in the West End/North Station area.

TM Project: 104-204 Lowell Square Housing (NHD-B)
Supervisor: H. Russell Manager:

NHD:

Jamaica Plain Center

Design review of 50,000 square foot Jamaica Plain Center super market and health center in Jamaica Plain.

TM Project: 109-013 Jamaica Plain Center

Supervisor: H. Russell Manager: P. Patrose

NHD:

Brighton Senior Housing

Design review of a 90 unit assisted senior housing project in Brighton.

TM Project: 108-025 Brighton Senior Housing

Supervisor: H. Russell Manager: P. Patrose

Urban Design

Mission

Develop and carry out a community-based, comprehensive planning process for each of the Downtown Special Study areas created by the Downtown Zoning. Coordinate other departments in preparation of Downtown Special Study Area analyses.

Carry out urban design analysis and prepare urban design/development options for special public-private economic development projects.

Assist NHD in carrying out Design Review for affordable housing projects. Make recommendation to NPZ staff on all neighborhood Board of Appeals projects and carry out Design Review on all such projects. Assist NPZ in all urban design studies that are identified as part of the various neighborhood rezoning programs.

Assist in the design and review of open spaces and projects to assure high quality landscape design of proposed open/public spaces. Prepare design guidelines and provide project coordination for public realm projects and private development on public land.

Key Projects: **Projects which critically contribute to the achievement of essential City and BRA objectives.**

UDD-B-0-A:

Downtown Special Study Areas

Complete comprehensive community planning, urban design analyses and zoning for Special Study Areas created by Downtown Zoning: Financial District, Cambridge Street (south side), and Stuart Street Blocks.

TM Project: 104-706	Financial District SSA
104-315.....	Cambridge Street SSA
104-421.....	Central Artery
Supervisor:H. Russell	Managers:
	N. Tentindo, R. Kroin, S. Muirhead, T. Maistros, P. Todisco, K. Leonard, S. Swaile
	Stuart Street-BRA Board Public Hearing - Zoning Commission.

UDD-B-0-B:

Crosstown Study

Prepare plan urban design and rezoning for the Crosstown Study Area to include South Bay/New Market, Melnea Cass Boulevard, West Boylston and Longwood Medical Areas.

TM Project: 117-106	Crosstown Study
102-167.....	Circumferential Transit
107-150.....	Olmsted Park
-- --	Lafayette Place Redevelopment
117-094.....	Megaplex
103-007.....	Fort Point Channel
Supervisor:H. Russell	Managers:
	N. Tentindo, R. Kroin, S. Muirhead, S. Swaile

Priority 1: Landscape design of Downtown Special Study Areas and Projects.

UDD-B-1-A:

Downtown Plans

Prepare landscape program, standards and guidelines for the Downtown Plans, as outlined in Section UDD A-1-A.

TM Project: 104-033 Downtown Plans/Landscape
Supervisor: H. Russell Manager: S. Muirhead, P. Todisco

UDD-B-1-B:

Double Interpretive Loop

Prepare a plan for an interpretive historic trail in the Charlestown Navy Yard.

TM Project: 102-171 Double Interpretive Loop
Supervisor: H. Russell Manager: S. Muirhead

UDD-B-1-C:

Memorials

Assist in the site review, program, formulation, competition format and design review for memorials; including the Holocaust Memorial, Beirut Memorial, Korean War Memorial and Coconut Grove Memorial; this is an ongoing project.

TM Project: 117-004 Memorials Review
Supervisor: H. Russell Manager: S. Muirhead, P. Todisco

Ongoing Functions:

UDD-B-9-A:

BOA Design Review

Conduct Design Review for all neighborhood projects approved by the Board of Appeals subject to BRA Design Review.

TM Project: 201-090 Zoning Board of Appeal Liaison
Supervisor: P. Patrose Manager: P. Todisco

UDD-B-9-B:

Neighborhood Design Review

Assist in the disposition and design review of BRA and city-owned parcels of land in Charlestown, Roxbury, and other neighborhoods.

TM Project: 117-354 Neighborhood Design Review NHD
Supervisor: P. Patrose Manager: P. Todisco

UDD-B-9-C:

Neighborhood Open Space

Coordinate the design, construction and operating of plans of parks and open spaces in the neighborhoods including Worcester Square, Westland Triangle and Hayes Park.

TM Project: 117-299 Open Space Initiative
Supervisor: S. Muirhead Manager: P. Todisco

UDD-B-9-D:

Capital Projects Streetscape

Assist the Capital Projects in the design and planning for streetscape improvements including St. Botolph Street and Shawmut Avenue and Union Park Street, Charlestown Streets.

TM Project: 117-050 EDS Streetscape
Supervisor: S. Muirhead

Projects Assigned to Other Departments

ECD:

Freedom Trail

Assist in the organization of the Freedom Trail Revitalization Plan.

TM Project: 117-297 Freedom Trail

Supervisor: H. Russell Manager: S. Muirhead, P. Todisco

Model Shop

Mission

Build and maintain models in support of policy and development programs.

Ongoing Functions:

UDD-C-9-A:

Model Building

Update or create new models as necessary.

TM Project:	204-105	Government Center Foot Bridge
	103-005	Fan Pier Courthouse
	204-652	Model Making
	103-032	Fort Point Channel
Supervisor:	H. Russell	Manager:K. Hurley

Projects Assigned to Other Departments

ECD:

Shipyards Park

Update Shipyards Park model.

TM Project: 102-104 Shipyards Park

REAL ESTATE SERVICES

Mission

The Real Estate Services Department manages and maintains properties owned by the BRA and provides operations and facility's management services to the BRA. These include land and buildings in various stages of the development. The Department also assists the City of Boston with special neighborhood cleanup programs, and is responsible for maintaining an inventory of BRA owned real estate to help in the assembly and disposition of parcels for development.

Functions

- Inspect, evaluate, and adequately maintain BRA owned properties.
- Manage security, landscaping, removal of debris and trash, minor demolition, elimination of health and safety hazards, and building repairs.
- Maintain, repair and renovate offices.
- Maintain complete records of liability insurance for tenants and contractors.
- Maintain real estate inventory records and manage the acquisition and disposition of property from other agencies.
- Assist in assembling land for development.
- Represent the Boston Redevelopment Authority at the City's Real Property Clearinghouse Project.
- Prepare monthly status reports on BRA owned property.
- Maintain, reproduce and update the inventory of city maps for the BRA's mapping reproduction unit.
- Ensure regular transportation between City Hall, Charlestown Navy Yard, and Archives locations.
- Prepare and administer equipment, service, and supplies contracts for the maintenance of BRA property.
- Coordinate and manage facilities maintenance and space management.
- Provide support services in copy center, switchboard and word processing.
- Coordinate and oversee the internal BRA appraisal process and property evaluation.

Property Management

Mission

Maintain the BRA's land and buildings to maximize each property's value and potential benefit to the public according to all existing Federal, State, and municipal laws, codes, and regulations.

Priority 1: Management of Group 1 properties from acquisition to disposition - maintenance, liability insurance and property records.

Group 1 includes: CNY, Charlestown, Downtown, West End, Copley Square Park, Government Center, Waterfront, South End, Mission Hill, Dudley, Roxbury, Campus High, Kittredge Square, Washington Park, Brunswick-King, and Dorchester (South).

RES-A-1-A:

Gr. 1 Prop. Mgt.

Inspect all property and manage the security, landscaping, removal of debris, building repairs, and elimination of health and safety hazards for Group 1 neighborhoods. Maintain complete records of liability insurance for all tenants and contractors.

TM Project: 102-179 CNY Property Mgmt.
 102-279..... Charlestown Property Mgmt.
 102-135..... Historic Monument Area
 104-079..... Downtown Property Mgmt.
 104-279..... West End Property Mgmt.
 104-379..... Government Center Property Mgmt.
 104-440..... Christopher Columbus Park Mgmt.
 104-479..... Waterfront Property Mgmt.
 105-007..... Copley Square Park Property Mgmt.
 106-079..... South End Property Mgmt.
 109-179..... Mission Hill Property Mgmt.
 110-078..... Dudley Property Mgmt.
 110-079..... Roxbury Property Mgmt.
 110-179..... Campus High Property Mgmt.
 110-279..... Kittredge Square Property Mgmt.
 110-379..... Washington Park Property Mgmt.
 116-079..... Dorchester (South) Property Mgmt.

Supervisors:.....M. Bartosiak, D. Hurley

Managers:P. Flebotte, J. Gibbs, C. Morancy

Milestones: FY93 Q4: Permission to extend Snow Contract #9.
 Clean approximately 4.8 million square feet.
 FY94 Q1: Prepare and plant flower beds with 2,000 annuals in CNY and Rose Kennedy Garden.
 Clean approximately 2.2 million square feet.
 Permission to award China Trade Center Property Management Agreement.
 FY94 Q2: Permission to extend Board Up Contract #12.
 Permission to advertise Fence Contract #7.
 Clean approximately 1.0 million square feet.
 FY94 Q3: Clean approximately 5.1 million square feet.
 Permission to extend Security Contract #4.
 FY94 Q4: Permission to advertise Snow Contract #10.
 Clean approximately 5.1 million square feet.

RES-A-1-B:

China Trade Center

Tenant and real estate management for the China Trade Center.

TM Project: 104-657 China Trade (Boylston Biotech)

Supervisor: M. Bartosiak Manager:

Priority 2: Management of Group 2 properties from acquisition to disposition - maintenance, liability insurance and property records.

Group 2 includes: East Boston, South Cove, Fenway, Brunswick-King, Hyde Park, Mattapan, and Dorchester (North).

RES-A-2-A

Gr. 2 Prop. Mgt.

Inspect all property and manage the security, landscaping, removal of debris, building repairs, and elimination of health and safety hazards for Group 2 neighborhoods. Maintain complete records of liability insurance for all tenants and contractors.

TM Project: 000-579 Archives Property Management
 101-179 East Boston Property Management
 104-879 South Cove Property Management
 107-079 Fenway Property Management
 110-479 Brunswick King Property Management
 114-079 Hyde Park Property Management
 115-079 Mattapan Property Management
 111-079 Dorchester (North) Property Management

Supervisors: M. Bartosiak, D. Hurley

Managers: J. Gibbs, C. Morancy

Milestones: FY93 Q4: Clean approximately 59,000 square feet.
 FY94 Q1: Clean approximately 35,000 square feet.
 FY94 Q2: Clean approximately 23,000 square feet.
 FY94 Q3: Clean approximately 40,000 square feet.
 FY94 Q4: Clean approximately 35,000 square feet.

RES-A-2-B:

Rental Rates

Assist Management and Budget in setting of rental rates to ensure a fair return to the BRA.

TM Project: 000-326 Rental Rates

Supervisor: M. Bartosiak

Managers: M. Kearney, D. Hurley

Milestones: FY93 Q3: Evaluate proposed BRA tenant account rental increases.
 FY93 Q4: Submit and implement rental increases to BRA tenants according to their respecting agreements.
 FY94 Q4: Evaluate proposed BRA tenant account rental increases.
 FY95 Q1: Submit and implement rental increases to BRA tenants according to their respecting agreements.

RES-A-2-C:

Insurance

Maintain complete records of liability insurance for all tenants and property management contractors.

TM Project: 000-322 Property Management Records

117-704 Database Management

Supervisor: D. Hurley Manager: D. Clark

RES-A-2-D:

Utility Permits

Review requests by Boston Gas, Boston Edison, New England Telephone, and Cablevision for entry onto BRA properties.

TM Project:000-502 Entry Permits to BRA Properties
Supervisors:.....J. Fiumara, D. Hurley
Managers:D. Hurney, D. Clark

Priority 3: Management of Group 3 properties from acquisition to disposition - maintenance, liability insurance and property records.

Group 3 includes: North Station, Boylston-Essex, South Station, Jamaica Plain, Roslindale, and West Roxbury.

RES-A-3-A

Gr. 3 Prop. Mgt.

Inspect all property and manage security, landscaping, removal of debris, building repairs, and elimination of health and safety hazards for Group 3 neighborhoods. Maintain complete records of liability insurance for all tenants and contractors.

TM Project: 104-179 North Station Property Management
 104-679..... Boylston-Essex Property Management
 104-779..... South Station Property Management
 109-079..... Jamaica Plain Property Management
 112-079..... Roslindale Property Management
 113-079..... West Roxbury Property Management
Supervisors:.....M. Bartosiak, D. Hurley
Managers:J. Gibbs, C. Morancy
Milestones: FY93 Q4: Clean approximately 20,000 square feet.
 FY94 Q1: Clean approximately 20,000 square feet.
 FY94 Q2: Clean approximately 20,000 square feet.
 FY94 Q3: Clean approximately 20,000 square feet.
 FY94 Q4: Clean approximately 20,000 square feet.

Projects Assigned to Other Departments

ECD

185 State Street

TM Project: 104-400 185 State Street
Supervisors:.....M. Bartosiak, D. Hurley
Managers:P. Flebotte, C. Morancy

ECD-

CNY Cleanup

Assist ECD and/or EDS with the proposed U.S. Army Corp. of Engineers cleanup of the CNY.

TM Project: 102-304 CNY Cleanup
Supervisors:.....M. Bartosiak, D. Hurley
Managers:P. Flebotte, C. Morancy

IPD

77 Avenue Louis Pasteur

TM Project: 107-092 77 Avenue Louis Pasteur
Supervisors:.....M. Bartosiak, D. Hurley

Managers: P. Flebotte, C. Morancy

Custom House

UDD

TM Project: 104-404 Custom House
Supervisors: M. Bartosiak, D. Hurley
Managers: P. Flebotte, C. Morancy

Intergovernmental

Mission

Conduct research on the acquisition, disposition, and evaluation of property for the BRA. Organize and assist in the acquisition, disposition, and evaluation of property by the BRA.

Key Projects: Projects which critically contribute to the achievement of essential City and BRA objectives.

RES-B-0-A:

COB Transfers

Work with NHD and General Counsel to resolve outstanding tax issues on approximately 4 parcels to be transferred to the City of Boston for open space, parking, and housing uses. Obtain authorization to transfer approximately 73,300 square feet of phase 2 streets and medians to public agencies.

TM Project:205-500 Land Transfer to City of Boston
 Supervisor:J. Fiumara Managers:D. Hurney, M. Kearney, A. Michalski
 Milestones: FY94 Q2: Complete land transfers to the City of Boston.
 Record Deed for transfer F-6 to COB Real Property Department for Grove Hall's parking lot.

Priority 1: Working in conjunction with General Counsel and other departments to reduce the BRA's building and land inventory by conveying appropriate parcels to the City of Boston and other public agencies.

RES-B-1-A:

Dispo Policies / Clearinghouse

Improve property acquisition and disposition policies to assist in completion of affordable housing initiatives. Participate in the Clearinghouse with representatives from Real Property and Public Facilities departments to enhance BRA initiatives.

TM Project: 117-701 Clearing House
 Supervisor:J. Fiumara Manager:D. Hurney
 Milestones: FY94 Q2: Assist NHD in the transfer of approximately 28,700 square feet of land to assure the production of affordable housing.

RES-B-1-B:

Property Disposition

Work with General Counsel to transfer approximately 35 parcels for open space uses in the South End to the South End Land Trust. Work with NHD to dedesignate inactive projects for future development.

TM Project: 117-702 Property Disposition
 Supervisors:J. Fiumara, M. Bartosiak
 Manager:D. Hurney

RES-B-1-C:

Real Estate Evaluation

Provide research data to NHD to assist with the disposition of South End and Roxbury parcels for the proposed Surplus Properties Disposition Program. Obtain authorization and conduct disposition process for approximately 6 Charlestown parcels.

TM Project: 117-703 In-House Real Estate valuation
 Supervisor:J. Fiumara Managers:D. Hurney, M. Kearney, R. Gonzales, A. Michalski, J. Conran

Priority 2: Research and track property sales to evaluate the current market and provide assistance for the determination of fair reuse values. Manage and monitor the land records (classification property codes) of all remaining BRA property until disposition.

RES-B-2-A:**Acquisitions**

Inspect and evaluate possible property acquisitions by the BRA.

TM Project: 117-705 Real Estate Sales Research
 Supervisor: J. Fiumara Managers: R. Guerra, D. Hurney, J. Conran
 Milestones: FY93 Q4: 10 site inspections.
 FY94 Q1: 20 site inspections.
 FY94 Q2: 15 site inspections.
 FY94 Q3: 20 site inspections.
 FY94 Q4: 20 site inspections.

RES-B-2-B:**Dispo Committee**

Coordination of the Property Disposition Committee to work with BRA departments to assemble development parcels, expedite the disposition process, and acquire large development parcels.

TM Project: 210-900 City of Boston Public Facilities
 210-500 City of Boston Real Property
 000-501 Property Inventory
 Supervisor: M. Bartosiak Managers: J. Fiumara, M. Kearney, J. Conran

RES-B-2-C:**Disposition Statistics**

Tracking of parcels sold and parcels remaining to be sold. Disposition Committee meetings at which methods of disposition are discussed.

TM Project: 205-307 Disposition Statistics
 Supervisor: M. Bartosiak Manager: J. Conran

RES-B-2-D:**Development Suitability/Loop Checks**

Maintain and evaluate development suitability (classification codes) of complete inventory of all property, water rights, and residual interests held by the BRA. Complete loop checks on all property being acquired/disposed by the BRA. These checks are comprised of reports by the Rent Equity Board, Arson Commission, Fair Housing Commission, and the Tax Title Office.

TM Project: 000-501 Property Inventory
 000-503 Property Acquisition
 117-704 Database Management
 Supervisor: M. Bartosiak Managers: J. Fiumara, M. Kearney, A. Michalski, D. Hurney, J. Conran

RES-B-2-E:**Real Estate Sales and Research**

Current sales are followed weekly and monthly in several periodicals and recorded when necessary in Real Estate files. Frequently it is necessary to do legal research on parcels sold. Both current sales and legal research involve frequent trips to the Registry of Deeds as well as BRA files.

TM Project: 000-500 Real Estate Transfers
 Supervisor: M. Bartosiak Manager: P. Twohig, J. Conran

RES-B-2-F:**Appraiser's Contracts**

Prepare contracts for Real Property appraisers in accordance with Chapter 30B and obtain and review proposed fees for parcels.

TM Project: 205-195 Appraiser's Contracts
 Supervisor: M. Bartosiak Manager: P. Twohig, J. Conran

RES-B-2-G:**Property Valuation**

Work on property valuations for: Parcels: 2A - East Boston, 24 - Fenway, 54g - South End, 54h - South end, P-3b - Campus High, P-3a - South Cove.

TM Project: 117-702 Property Disposition

Supervisor: P. Twohig

Projects Assigned to Other Departments**GEN:****Advertising**

Assist in placing advertisements for BRA transactions in the Commonwealth of Massachusetts' Central Register and Goods and Services Bulletin.

TM Project: - Advertising

Supervisor: M. Bartosiak Manager: J. Conran

NHD:**Roxbury Heritage State Park**

Work with NHD and General Counsel to transfer approximately 75,418 square feet to Department of Environmental Management (DEM) for Roxbury Heritage State Park (RHSP).

TM Project: 110-103 Roxbury Heritage State Park

Supervisor: M. Bartosiak Manager: J. Fiumara, R. Cahill

Milestones: FY94 Q1:

Transfer parcels to DEM.

Operations and Facilities Management

Mission

Maintain, repair, and renovate BRA offices and facilities. Provide courier and transportation services between City Hall and other offices. Also provide prints of maps, site plans and aerial photography to BRA staff, state, county, and city departments, as well as to the public. Provide office support services needed to execute effectively the BRA's programs, including: central word processing, photocopying, mail distribution, messenger services, and switchboard operation.

Priority 1: Coordinate and manage facilities maintenance and computer inventory programs for all BRA's facilities and office equipment.

RES-C-1-A: Facilities Maintenance

Monitor the maintenance program for the BRA's facilities and office space.

TM Project:000-302	Facilities Maintenance
000-700.....	Space Management
117-700.....	Construction Management
Supervisor:J. George	Manager:J. Wilson
Milestones: FY94 Q1:	Clean 50% of the BRA space in City Hall by painting, shampooing, polishing and waxing of surface areas.
FY94 Q2:	Complete the remaining maintenance procedures to finish the cleaning of BRA space in City Hall.
FY94 Q3:	Clean 50% of the BRA space in City Hall by painting, shampooing, polishing and waxing of surface areas.
FY94 Q4:	Complete the remaining maintenance procedures to finish the cleaning of BRA space in City Hall.

RES-C-I-B: Inventory

Maintain the computer inventory of furniture and office equipment.

TM Project:000-661	Furniture/Office Equipment Distribution, Inventory & Maintenance
000-662.....	Furniture/Office Equipment Inventory
Supervisor:M. Kearney	Manager:J. George
Milestones: FY94 Q1:	Complete examination and adjustments of scheduled Fixed Asset Inventory with Administration & Finance.

Ongoing Functions:

RES-C-9-A: Word Processing

Provide word processing, maillist and desktop publishing services to support BRA operations.

TM Project:000-303	Word Processing
Supervisor:J. George	Manager:R. Downey

RES-C-9-B: Phone Service

Provide switchboard and telephone service.

TM Project:000-110	Switchboard
Supervisor:J. George	Manager:N. Healy

RES-C-9-C:**Copy/Mail Service**

Operate central copy and mail services and support distributed copy machines.

TM Project:000-300 Photocopy
 Supervisor:J. George Manager:J. George

RES-C-9-D:**Shuttle Service**

Ensure regular transportation between City Hall, Charlestown Navy Yard, and Archives location.

TM Project:000-400 Staff Travel/Courier Service
 000-401..... Traffic and Parking Hearings
 Supervisor:J. George Manager:J. Wilson

RES-C-9-E:**BRA Mapping Reproduction**

Assist Neighborhood Planning and Zoning in preparation of Zoning Board of Appeal locational maps, approximately 350 maps per quarter, Mapping Reproduction services for BRA, public agencies and general public.

TM Project:204-300 Map Reproduction Services
 204-310..... Map Administration Services
 204-330..... Map Updating
 Supervisor:J. George Manager:L. Christos

ADMINISTRATION AND FINANCE

Mission

The Administration and Finance Department records and reports on the BRA's financial activities, develops and implements administrative policies and procedures, and provides the following services to all departments: human resources, administrative support, purchasing, and MIS.

Functions

- Manage and maintain the financial records and safeguard the assets of the BRA.
- Develop and maintain an interactive management information system.
- Develop and carry out human resources policies and procedures, and employee training programs.
- Monitor affirmative action performance for all contracts.
- Implement the Minority and Women Business Enterprise Program.
- Provide staff and graphics services.

Budget & Finance

Mission

Maintain the Financial Management System which includes keeping complete records of financial transactions and ensuring that accounting controls safeguard the BRA's assets.

Develop the annual operating budget, monitor and report on operating revenues and expenses, monitor the BRA's contractual agreements with vendors, developers and development groups, and monitor the BRA's purchases for compliance with the executive order on minority and women business enterprises.

Provide computerized information management and technical support services to support financial record keeping, development, analysis, research, and general office functions within the BRA.

Priority 1: Maintain the BRA's financial management system, forecast revenues and expenses, and report on financial performance.

A&F-A-1-A:

Budget Report

Prepare budget-to-actual reports on operating revenues and expenses.

TM Project:000-653 Monthly Finance Reports
Supervisor:J. Noonan Managers:M. Hamrock/F. Kelliher/M. LaTerz

A&F-A-1-B:

3 Yr. Forecast

Revise three-year revenue and expense forecast.

TM Project:000-614 Revenue and Expense Forecasts
Supervisor:J. Noonan Manager:J. Noonan

A&F-A-1-C:

BRA Audit

Conduct independent audit of BRA's financial statements for year ending September 30, 1993.

TM Project:000-627 End of Year Audit
Supervisor:J. Noonan Managers:F. Kelliher/M. LaTerz

A&F-A-1-D:

Federal Audit

Conduct audit of Schedule of Federal Financial Assistance for year ending September 30, 1993.

TM Project:000-626 End of Year Audit A&F A-1-C
Supervisor:J. Noonan Managers:F. Kelliher/M. LaTerz

A&F-A-1-E:

Developer's Audit

Monitor and audit developer's compliance with lease agreements.

TM Project:000-628 Developer's Audit
Supervisor:J. Noonan Managers:A. Lawrence

A&F-A-1-F:

Non-Profit Audits

Monitor and audit grants and loans to non-profits.

TM Project:.....000-629 Non-Profit Audits
Supervisor:J. Noonan Managers:A. Lawrence

Priority 2: Monitor contractual agreements between the BRA and developers, development groups, and vendors (with particular attention to the Mayor's Executive Order on M/WBE vendors).

A&F-A-2-A:

Collection Program

Execute an aggressive collections program.

TM Project:.....000-650 Collections/Accounts Receivable
Supervisor:J. Noonan Manager:A. Lawrence

A&F-A-2-B:

Expense Program

Monitor expenses for purchasing and contractual services paid for by the BRA.

TM Project:.....000-605 Contract Management
Supervisor:J. Noonan Manager:M. LaTerz

A&F-A-2-C:

Inventory

Maintain fixed asset inventory system.

TM Project:.....000-651 Fixed Asset Inventory
Supervisor:J. Noonan Managers:M. LaTerz/D. LeBlanc

Ongoing Functions:

A&F-A-9-A:

Micro Vax

Support Financial Management, Program Budget/Time Management, Property Management and Real Estate Inventory, and Purchasing on the BRA's Micro Vax and personal computers.

TM Project:.....000-604 Management Information System
Supervisor:J. Noonan Manager:M. Hamrock

A&F-A-9-B:

Personal Computers

Maintain the BRA's personal computers and related equipment, and provide support to PC users throughout the BRA.

TM Project:.....000-664 PC Support
Supervisor: M. Hamrock Support Staff: A. Thompson, S. Haddad

A&F-A-9-C:

M/WBE Program

Monitor the BRA's purchases from minority/women business enterprises to comply with the Mayor's Executive Order.

TM Project:.....000-659 Mayor's Order on Minority/Women Business Enterprises
Supervisor:J. Noonan Manager:A. Lawrence

Human Resources

Mission

Utilize human resource to implement organizational goals including: ensuring equal opportunities to minorities, women, disabled persons and Vietnam-era veterans; complying with federal and state statutes; and carrying out policies and programs to assist in the management of the workforce; and enhance contract compliance monitoring.

Key Projects: Projects which critically contribute to the achievement of essential City and BRA objectives.

A&F-B-0-A: Downsizing the BRA Workforce

Work with staff to improve the efficiency and reduce the size of the BRA's workforce.

TM Project:000-632 BRA Workforce
 000-113..... Retirement Incentive
 Supervisor:B. McLennan

Priority 1: Workforce Programs. Provide policies and programs to assist in management of workforce.

A&F-B-1-A: Employee Handbook

Revise Employee Handbook.

TM Project:000-619 Personnel Policy
 Supervisor:B. McLennan Manager:L. Tuttle
 Milestones: FY94 Q2: Update Employee Handbook based on Personnel Policy.
 FY94 Q3: Review and obtain approval of updated Handbook.

A&F-B-1-B: Procedure Manual

Produce Human Resources Procedures manual.

TM Project:000-624 Procedure Manual
 Supervisor:B. McLennan Manager:L. Tuttle
 Milestones: FY93 Q4: Prepare draft based on Personnel Policy.
 Obtain Director's office approval on draft manual.

A&F-B-1-C: Family/Medical Leave

Draft policy to comply with the Family and Medical Leave Act 1993.

TM Project:-..... Family/Medical Leave
 Supervisor:B. McLennan Manager:L. Tuttle
 Milestones: FY93 Q4: Obtain Director's office approval on draft manual.

Ongoing Functions:

A&F-B-9-A:

Right-to-Know

Comply with Right to Know Law, train new staff within 30 days of hire, work with Safety Committee.

TM Project:000-627 State/Federal Statute Compliance

A&F-B-2-A

Supervisor: B. McLennan Manager: L. Tuttle

A&F-B-9-B:

Summer Employment Program

Manage summer employment program.

TM Project:000-205 Summer Employment Program

Supervisor: B. McLennan Manager: B. McLennan

A&F-B-9-C:

Drug Free Workplace

Comply with the Drug Free Workplace Act.

TM Project:000-627 State/Federal Statute Compliance

Supervisor: B. McLennan Manager: A. Grant

A&F-B-9-D:

Work Force Equity

Achieve the equitable participation of protected groups in all job categories. Thirty-three percent minority composition of the work force and 53% women.

TM Project:000-200 Affirmative Action Plan

000-202 Job Description/Analysis

Supervisor: B. McLennan Managers: L. Tuttle/B. Payne

A&F-B-9-E:

Employee Training

Provide training programs for staff and supervisors.

TM Project:000-620 EAP

000-321 Employee Training

Supervisor: B. McLennan Managers: L. Tuttle/A. Grant

Staff Services and Graphic Design

Mission

Provide office and graphic support services needed to execute effectively the BRA's programs

Ongoing Functions:

A&F-C-9-A:

Purchasing

Assure compliance with purchasing laws and procedures. Purchase supplies and equipment necessary for proper BRA operations.

TM Project:000-660 Purchasing

Supervisor:J. Noonan Manager:D. LeBlanc

A&F-C-9-B:

Graphics

Provide graphic services to support BRA and City programs and initiatives.

TM Project:000-301 Graphics

Supervisor:J. Noonan Manager:B. Costa

FY94 CAPITAL BUDGET

III

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EXECUTIVE SUMMARY

A year end assessment of the Capital Improvement Projects Program undertaken by the Boston Redevelopment Authority during fiscal 1993 demonstrates substantial progress towards the goals of economic growth and the stabilization of Boston's tax base, neighborhood preservation, and improving the quality of life throughout the City. As we enter fiscal year 1994, we are at the closeout stage for street and sidewalk work in Charlestown and the reconstruction of a public park in the South End.

During the past year, the engineering and design of public improvements to support the revitalization of the Custom House also moved ahead, with the award of a contract to Pressley Associates. The air rights component of the South Station redevelopment moved closer to reality in the past year, with the awarding by the Massachusetts Bay Transportation Authority of a contract for the construction of the second phase of the project, the bus terminal. Upon completion of the terminal, the "South Station Technopolis" can then proceed.

Finally, the BRA moved ahead during fiscal 1993 with innovative plans to improve the physical structure of the non-profit Courageous Sailing Center, headquarters upon Pier 4 in the Charlestown Navy Yard and utilized at no charge by the City's youth to learn the elements of sailing, seamanship and team effort each year.

As we look ahead to work planned for fiscal 1994, we expect significant activity within the Charlestown Navy Yard, including stabilization of historic buildings within the Yard, environmental remediation work conducted through a joint effort with the United States Army Corps of Engineers, and design of a new Gate 6. The Gate 6 project will provide a new entrance to the Navy Yard by removal of a wing of Building 114 and the extension of Sixteenth Street to Chelsea Street. The project is planned in concert with expansion of Biomedical Research Facility and parking at Yard's End. Gate 6 will improve access to the planned Medford Street By-Pass Road which will remove truck and through traffic for local streets in Charlestown. All of this work is intended to maximize the Navy Yard's remaining development potential, especially at Yard's End. During 1994 we expect to make major strides toward reality of the Medford Street "Haul Road" by awarding a contract for the actual design of the road.

This undertaking will require close cooperation among the BRA, the designers, community residents, property owners and various levels of government. Finally, the construction of Parcel 18 Plaza, planned in conjunction with the City of Boston's first parcel to parcel linkage program will commence this year, as the Registry of Motor Vehicles occupies its new quarters along the Southwest Corridor in Roxbury.

Moreover, we are currently completing one of the largest public improvement projects ever undertaken by the BRA, the complete reconstruction of 26 streets in Charlestown. This project involves close and highly intricate coordination by the BRA with the Boston Water and Sewer Commission, the ongoing Central Artery North Area effort and major public utility companies. While in the midst of this ambitious street reconstruction project and with the aid of the BRA's community liaison to Charlestown, the community petitioned the Mayor to add four adjacent streets to this project. This fall, with funding from the Office of Capital Planning, the BRA will seek bids for an additional eleven streets in the project area.

CONSTRUCTION

CNY Building Stabilization

TM#102-130

Background

In order to preserve the historically significant buildings within the Charlestown Navy Yard and protect them for future re-use and development, the BRA plans to make remedial repairs to the Ropewalk (Blgs 58/60), the Chain Forge (Blg 105) and the Timber Shed (Blg 75), all of which date back to the nineteenth century.

Status**Advertisement for Bids**

McGinley Hart, a consultant specializing in historic structures reports, was retained by the BRA in July 1990 to prepare documents required for the 106 Review Process. McGinley Hart's familiarity with the project led to an amendment of their contract to include contract documents for the stabilization of the Ropewalk and Chain Forge. The Army Corps of Engineers is currently studying an environmental remediation program for the Chain Forge; therefore, stabilization of the Chain Forge will be delayed pending a determination of safety to construction workers. Stabilization of the Ropewalk will become the first target of this joint effort and the project will be bid during September, 1993.

Team

Manager	Paul Reavis
Chief Project Engineer	Bill Barbato
Consultant	McGinley Hart & Assoc.

Cost	Estimate	Contract	Billed
Design	130,800	130,800	0
Construction Blg 58/60	182,450	0	0
Construction Blg 105	306,459	0	0
Total	619,709	130,800	0

Funding	Original	Current	Billed
OCP FY'94	350,000	350,000	0
Total	350,000	350,000	0

Ropewalk Stabilization Schedule

Funding approval		7/1/93
Board approval solicitation		
Advertise RFQ		
Short list firms		
Issue RFP		
Receive proposals		
Staff recommend consultant		9/9/93
Board approve consultant		
Contract Amendment signed		1/15/92
Preliminary design		(10/15/93)
50% contract documents		(11/15/93)
Bid documents complete		
Board authorize bidding		(5/13/93)
Advertisement for bids		(9/8/93)
Bids received		(9/29/93)
Board award Construction contract		(10/7/93)
Pre-construction conference		(10/12/93)
Notice to proceed		(10/12/93)
Contract completion date		(12/1/93)
Close out		(3/15/94)

Army Corps of Engineers' CNY Cleanup

TM# 102-304

Background

As a part of a national program to clean up decommissioned military bases, the Charlestown Navy Yard is the focus of a cooperative effort with the Army Corps of Engineers. The program Defense Environmental Restoration Program (DERP), is directed by the Army Corps of Engineers and the plans for CNY include removal of underground storage tanks, demolition of dangerous structures, and removal of contaminated soils.

Status

The Army Corps of Engineers is currently planning to start removal of underground storage tanks at CNY this November. The demolition of Building 108, the old steam/power plant, piers 9 and 10, and several other Buildings at Yard's End are scheduled for late Spring 1994.

Team

Supervisor	Paul Reavis
Chief Project Engineer	Bill Barbato
Manager	Richard Burke

Cost	Estimate	Contract	Billed
Corp of Eng.	4,500,000	0	0
Total		0	0

Funding	Original	Current	Billed
Corp of Eng.	4,500,000	0	0
Total	0	0	0

Corp of Engineers' Cleanup Schedule

Tank Removal

Funding approval	.	.	.	.	.	.
Board approval solicitation	.	.	.	.	.	.
Advertise RFQ	.	.	.	.	.	.
Short list firms	.	.	.	.	.	.
Issue RFP	.	.	.	.	.	.
Receive proposals	.	.	.	.	.	.
Board approve consultant	.	.	.	.	.	.
Contract Amendment signed	.	.	.	.	.	.
Preliminary design	.	.	.	.	.	.
50% contract documents	.	.	.	.	.	.
Bid documents complete	.	.	.	.	.	June 1993
Board authorize bidding	.	.	.	.	.	.
Advertisement for bids	.	.	.	.	.	July 1993
Bids received	.	.	.	.	.	.
Board award Construction contract	.	.	.	.	.	(Nov. 1993)
Pre-construction conference	.	.	.	.	.	.
Notice to proceed	.	.	.	.	.	(Nov. 1993)
Contract completion date	.	.	.	.	.	(Spring 1994)
Close out	.	.	.	.	.	.

CNY Pier 4 Repairs

TM#102-138

Background

Given the Commonwealth of Massachusetts' limited financial resources, it appeared unlikely that the Department of Environmental Management (DEM) would be able to advance funds necessary for the planned reconstruction of Pier 3 in the Charlestown Navy Yard. Remaining funds from the original 1985 BRA-DEM agreement were redirected to adjacent Pier 4, for the benefit of the Courageous Sailing Center's public programs. The planned repair for the Center include new lighting, security, and sanitary systems, upgrades to the public docks and a much needed expansion of this heralded sailing program for Boston's young people.

Status

The Tall Ships visit to Boston during Sail Boston '92 served as the initial impetus for repairs to Pier 4. The early stages of planned repair work to Pier 4 has included a new water main, rest room facilities and safety improvements to the light tower at the end of the pier. Over the longer term, the docks will be refurbished, upgrade electrical lighting and security systems will be installed and, with the aid of private fund raising, a new dockhouse and finger floats will be designed and built.

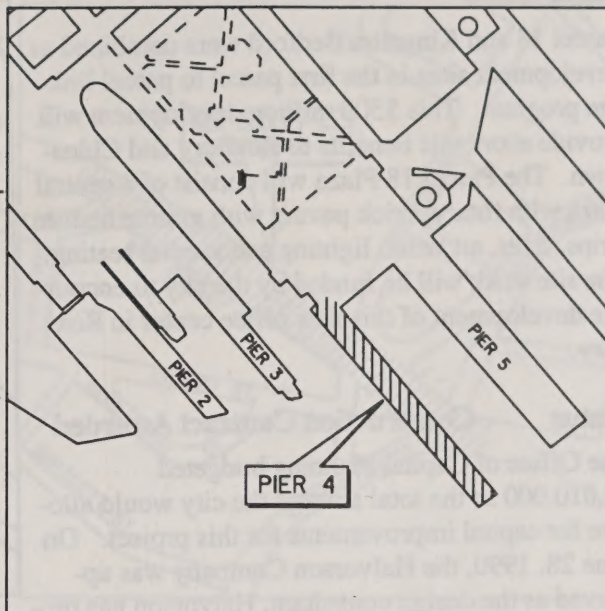
Team

Manager	Richard Burke
Project Engineer/Parks	Stan Ivan
Consultant	Childs Assoc.
Contractor	Grand Banks Marine

Cost	Estimate	Contract	Billed
Design	45,680	0	0
Construction	252,354	74,800	0
Total	298,034	74,800	0

Funding	Original	Current	Billed
DEM	145,680 ¹	82,180	0
OCP	152,354 ¹	65,854	0
Total	298,034	148,034	0

1 Balance forwarded from Pier 3 funding



CNY Pier 4 Schedule (Parks)

Funding agreement	.	.	.	.	.	.
Solicit RFQ	.	.	.	.	.	.
Short list firms	.	.	.	.	.	.
Issue RFP	.	.	.	.	.	.
Receive proposals	.	.	.	.	.	.
Staff recommend consultant	.	.	.	.	.	.
Approve consultant	.	.	.	.	.	.
Contract signed	.	.	.	.	.	.
Preliminary design	.	.	.	.	.	6/1/93
50% contract documents	.	.	.	.	.	7/2/93
Bid documents complete	.	.	.	.	.	8/5/93
Advertisement for bids	.	.	.	.	.	8/9/93
Bids received	.	.	.	.	.	8/26/93
Award construction contract	.	.	.	.	.	(9/2/93)
Pre-construction conference	.	.	.	.	.	(9/20/93)
Notice to proceed	.	.	.	.	.	(9/20/93)
Contract completion date	.	.	.	.	.	(11/30/93)
Close out	.	.	.	.	.	(2/20/94)

Parcel 18 \Ruggles Center

TM# 110-116

Background

Parcel 18 and Kingston/Bedford were combined as development sites in the first parcel to parcel linkage program. This \$500 million development will provide economic benefits to Roxbury and Chinatown. The Parcel 18 Plaza will consist of a central plaza with rotary, brick paving with granite feature strips, trees, art work, lighting and special seating. The site work will be funded by the city to encourage development of this new office center in Roxbury.

Status Construction Contract Awarded

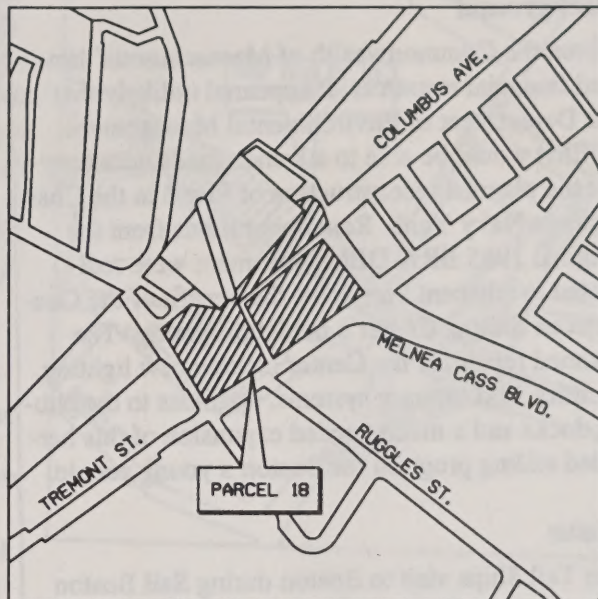
The Office of Capital Planning budgeted \$2,010,000 as the total amount the city would allocate for capital improvements for this project. On June 28, 1990, the Halvorson Company was approved as the design consultant. Halvorson has proceeded with design plans for the public plaza area. A final agreement on funding the public improvements has been signed by the BRA, OCP and the developer. Ground was broken in July, 1992, for the initial phase of the project, the new head quarters for the Registry of Motor Vehicles, and occupancy is expected during the first quarter of 1994.

Team

Manager	Paul Reavis
Chief Project Engineer	Bill Barbato
Design Consultant	Halvorson

Cost	Estimate	Contract	Billed
Design	240,000	120,000	182,936
Construction	1,770,000	0	0
Total	2,010,000	120,000	182,936

Funding	Original	Current	Billed
City Capital 1	2,010,000	2,010,000	182,936
Total	2,010,000	2,010,000	182,936



Parcel 18 Plaza Schedule

Funding approval	June 1989
Board approval solicitation	1/18/90
Solicit RFQ	
Short list firms	
Issue RFP	
Receive proposals	
Staff recommend consultant	
Board approve consultant	6/28/90
Contract signed	7/1/91
Preliminary design	11/31/91
50% contract documents	7/15/92
Bid documents complete	9/11/92
MET Change Order	1/24/93
Preconstruction conference	1/24/93
Notice to proceed	1/24/93
Contract completion date	(11/10/93)
Close out	(4/30/94)

(1) Agreement

New Dudley Street Phase II

TM#110-114

Background

New Dudley Phase II represents the missing link of approximately 1,000 feet of roadway between New Dudley New DudStreet Phase I and the Washington Street Dudley Terminal Area. Federal/State funds will be the source for the acquisition, relocation, demolition, and construction of this roadway.

Status Construction Contract Awarded

An amendment to the design contract was approved by the Board on May 10, 1990. Funds were obtained from OCP. The Phase II Archaeological survey was completed and approved by the Mass Historical Commission for 106 Review. An MOA was signed, agreeing to the impacts of the project and allowing it to proceed with MDPW filing the project ENF. Construction of New Dudley Street was dependent upon completion of the new Dudley Square Post Office. The project was bid by MDPH with Mario Susi and Sons as the low bidder. Construction is expected to begin Fall of 1993.

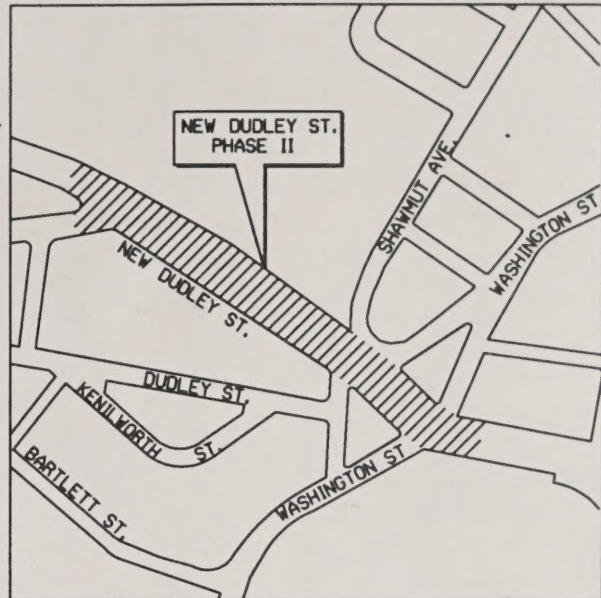
Team

Manager	Bill Barbato
Consultant	Green International

Cost	Estimate	Contract	Billed
Design	120,000	165,690	130,832
Construction ¹	2,161,862	2,435,964	0
Total	2,281,862	2,601,654	130,832

Funding	Original	Current	Billed
City Capital	120,000	165,690	120,188
MHD	1,956,212		
BWSC	205,650		
Total	120,000		120,188

(1) To be bid and funded by Mass. Dept. of Public Works. Estimated as follows:



New Dudley Street Phase II Schedule

Funding approval	June 1989
Board approval solicitation	
Solicit RFQ	
Short list firms	
Issue RFP	
Receive proposals	
Staff recommend consultant	
Board approve consultant	4/15/87
Contract signed	7/11/89
Preliminary design	
70% contract documents	2/15/90
Bid documents complete	(5/24/93)
Turn over to MHD	6/8/93

MHD Bids Project

Advertisement for bids	12/5/92
Bids received	6/8/93
Board award construction contract	NA
Pre-construction conference	(9/21/93)
Notice to proceed	(9/25/93)
Contract completion date	(12/31/94)
Contractor's Release	(3/15/95)
Consultant's Release	(5/15/95)
Close out	(9/15/95)

DESIGN

Background

Through the community outreach process for the Charleston Streetscape, the DRA sought to address the concerns that several stakeholders had voiced for improvements. In September 1992, the DRA requested City Capital Funding for the Charleston Streetscape and Transit Station.

Today, final plans are underway for the DRA and the project. The Office of Capital Planning has agreed to provide funding for the reconstruction of Canal, Front and City Streets, Main Street Avenue and Main Street Square.

Status

100% Design

Through a request for proposals process, the DRA selected Bryant Associates in March 12, 1992 to design the three additional streets. A series of community meetings are to be scheduled to resolve final design issues. The Bryant Contract has been awarded during September 4, 1993 to include the additional streets.

Team

Manager	Paul Roney
Contract Manager	John Roney
Engineer	Paul Roney
Chief Design Engineer	Bill Roberts
Engineer in Charge	Bryant Associates

Cost	Estimated	Contract	Bid
Design & Construction	\$1,000,000	\$1,000,000	\$1,000,000
Construction	\$1,000,000	\$1,000,000	\$1,000,000
Total	\$2,000,000	\$2,000,000	\$2,000,000
Funding	Original	Current	Bid
City/State/Local	\$1,000,000	\$1,000,000	\$1,000,000
Federal	\$1,000,000	\$1,000,000	\$1,000,000

to include 100% design of the project



Timeline, Workflows, and Other Milestones

Funding approved	12/92
Board approval of design	
Submittal of	
Short list letter	
Issue RFP	1/93
Receipt of proposals	2/93
Staff recommendation submitted	
Board approval submitted	3/93
Contract signed	
Preliminary design	3/93
RFP received & submitted	6/93
Final design submitted	7/93
Board approval submitted	8/93
Advertisement for bid	9/93
Bid received	10/93
Board award recommendation submitted	10/93
Pre-construction conference	11/93
Notice to proceed	11/93
Contract completion date	12/93
Contractor's schedule	12/93
Contractor's schedule	12/93
Close out	12/93

Charlestown: Union, Tremont & Winthrop

TM# 102-209

Background

Through the community review process for the Charlestown Streets project, the BRA sought to address the concerns that several streets should be added for reconstruction. In November, 1992, the BRA requested City Capital funding for Tremont, Winthrop, and Union Streets.

Today, final plans are underway for the BRA to bid the project. The Office of Capital Planning has agreed to provide funding for the reconstruction of Cordis, Pleasant, and Soley Streets, Monument Avenue and Monument Square

Status

100% Design

Through a request for proposals process the BRA selected Bryant Associates on March 12, 1992, to design the three additional streets. A series of community meetings are to be scheduled to receive final design input. The Bryant Contract has been amended during September 1, 1993, to include the additional streets.

Team

Manager	Paul Reavis
Contract Manager	Richard Burke
Liaison	Peter Looney
Chief Project Engineer	Bill Barbato
Engineering Consultant	Bryant Associates

Cost	Estimate	Contract	Billed
Design & Resident	240,044	240,044	38,309
Construction	1,658,500 ¹	0	0
Total	1,898,544	240,044	38,309

Funding	Original	Current	Billed
City Cap. FY'92	985,520		38,309
Total	985,520		38,309

(1) Includes BWSC portion of the project



Tremont, Winthrop, and Union Sts. Schedule

Funding approval	2/3/92
Board approval solicitation	
Solicit RFQ	
Short list firms	
Issue RFP	2/7/92
Receive proposals	2/26/92
Staff recommend consultant	
Board approve consultant	3/12/92
Contract signed	
Preliminary design	3/9/93
50% contract documents	6/1/93
Bid documents complete	8/11/93
Board authorize bidding	(9/1/93)
Advertisement for bids	(9/12/93)
Bids received	(10/7/93)
Board award construction contract	(10/21/93)
Pre-construction conference	(10/22/93)
Notice to proceed	(11/1/93)
Contract completion date	(12/1/94)
Contractor's Release	(3/1/95)
Consultant's Release	(5/1/95)
Close out	(6/1/95)

CNY Gate 6

TM#102-196

Background

Traffic studies indicated that if the Yard's End section of the Navy Yard were to be developed to its fullest potential, an addition means of ingress/egress was necessary. The studies prepared by TAMS called for a new Gate 6, providing direct access to development and parking facilities. The planning called for removal of a portion of Building 114 and construction of a roadway that extended Sixteenth Street to the main arterial road bordering the Navy Yard, Chelsea Street.

Status

On July 1, 1993, the Office of Capital Planning (OCP) funded the design and construction of Gate 6. An EDA grant was also obtained. On April 1, 1993, the BRA advertised a request for Qualifications and pursued a consultant selection process in anticipation of OCP funding. In July, 1993, the BRA Board approved the staff's recommendation that a professional consultant be retained in order to expedite the project. Rizzo Associates, the consultant, has begun survey, geotechnical analysis and a structural studies for the Building 114. The work program calls for completion of the contract documents by January 1994 for a construction start April 1994.

Team

Supervisor	Paul Reavis
Manager	Bill Barbato
Grant Manager	Karen Gray
Consultant	Rizzo Assoc.

Cost	Estimate	Contract	Billed
Design	400,000	140,620	0
Construction	1,900,000	0	0
Total	2,300,000	140,620	0

Funding	Original	Current	Billed
City Cap. FY'94	1,300,000	0	0
EDA	1,000,000	0	0
Total	600,000	600,000	0

CNY Gate 6 Schedule

Funding approval	7/1/93
Board approval solicitation	3/11/93
Advertise RFQ	4/17/93
Short list firms	5/1/93
Issue RFP	5/5/93
Receive proposals	5/26/93
Staff recommend consultant	7/2/93
Board approve consultant	7/28/93
Contract signed	(9/15/93)
Preliminary design	(10/18/93)
50% contract documents	(11/15/93)
Bid documents complete	(1/10/94)
Board authorize bidding	(2/3/94)
Advertisement for bids	(2/21/94)
Bids received	(3/21/94)
Board award Construction contract	(5/24/94)
Pre-construction conference	(5/31/94)
Notice to proceed	(4/10/94)
Contract completion date	(10/10/95)
Close out	(3/15/96)

Custom House Site Improvements

TM# 104444

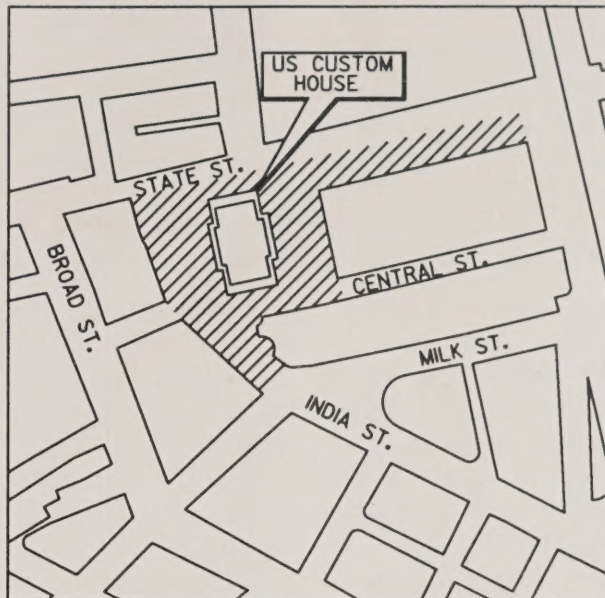
Background

Proposed site improvements are critically important to complement the restoration being undertaken of the Custom House Tower. Boston's most prominent landmark building will become a first-class hotel and restaurant. City Capital was requested to support the project, as the extensive restoration required by City and State preservation agencies impose an already heavy financial burden upon the redeveloper. Work will include brick and granite paving, bollards to match those existing at the adjacent Jenney Park, and exterior stabilization of the tower.

Status

5% Design

On July 28, 1990, the Beal Company was granted tentative designation for the restoration of the Custom House. The Custom House is viewed as a critical and visible element in continuing the vitality of the city's economy. Request for Qualification responses for design services were received by the Authority on September 12, 1991. On March 12, 1992, the Board awarded a contract for survey and design services relative to the supporting public improvements to Pressley Associates. (Authority staff will coordinate site and other improvements with the development team and other relevant public agencies, in order to maximize the use of available public funds and facilitate this historic rehabilitation effort).



Custom House Site Improvements Schedule

Funding approval	June 1989
Board approval solicitation	4/5/90
Solicit RFQ	4/24/91
Short list firms	7/15/91
Issue RFP	8/23/91
Receive proposals	9/12/91
Staff recommend consultant	3/3/92
Board approve consultant	3/12/92
Contract signed	6/4/92
Preliminary design	
50% contract documents	
Bid documents complete	
Board authorize bidding	
Advertisement for bids	
Bids received	
Board award construction contract	
Pre-construction conference	
Notice to proceed	
Contract completion date	
Close out	

Team

Manager	Paul Reavis
Chief Project Engineer	Bill Barbato
Design	Pressley Associates

Cost	Estimate	Contract	Billed
Design ¹	198,000	121,000	16,485
Construction	1,483,000	0	0
Total	1,681,000	121,000	16,485

Funding	Original	Current	Billed
City Cap. FY'92	1,681,000	121,000	16,485
Total	1,681,000	121,000	16,485

(1) Current contract scope \$121,000

CNY First Avenue Extension

TM# 102-306

Background

The 1990 Master Plan for development of Charlestown Navy Yard envisions development of Yard's End for biomedical research, a hotel-type use, and a major public attraction. The image and access to this new development will require construction of a terminus to First Avenue.

Status

The immediate site preparation of Yard's End for development is controlled by the demolition of Piers 9 and 10, along with incidental structures at Yard's End planned by the Corps of Engineers. Following the Corps' work in the Spring/Summer of 1994, improvements designed to create an upgraded aesthetic and visual appearance for the Yard's End would be of value in maximizing the development potential for Yard's End. Current plans for Yard's End call for extension of First Avenue with a rotary and possible access to a water shuttle. With funds available for planning, design and construction of First Avenue extension, the BRA staff has requested authorization to issue an RFQ for the design.

Team

Supervisor	Paul Reavis
Engineer	Bill Barbato
Consultant	To be selected
Contractor	

Cost	Estimate	Contract	Billed
Design	180,000	0	0
Construction	420,000	0	0
Total	600,000	0	0

Funding	Original	Current	Billed
City Cap. FY'94	600,000	600,000	0
Total	600,000	600,000	0

CNY First Ave. Extension Schedule

Funding approval	7/1/93
Board approval solicitation	9/1/93
Solicit RFQ	(10/15/93)
Short list firms	(11/15/93)
Issue RFP	(11/15/93)
Receive proposals	(12/15/93)
Staff recommend consultant	(12/20/93)
Board approve consultant	(1/15/94)
Contract signed	(2/15/94)
Preliminary design	(5/15/94)
50% contract documents	(8/15/94)
Bid documents complete	(10/15/94)
Board authorize bidding	(10/15/94)
Advertisement for bids	(11/15/94)
Bids received	(11/15/94)
Board award Construction contract	(1/15/95)
Pre-construction conference	(2/15/95)
Notice to proceed	(4/15/94)
Contract completion date	(9/15/94)
Close out	(11/15/95)

CNY Haul Road/Design

TM#102-193

Background

The BRA has proposed, as part of the Navy Yard Master plan, the construction of a By-pass Road along a little used rail bed in Charlestown. The Medford Street "Haul Road" is planned to divert heavy traffic away from City Square and the residential center of Charlestown toward Sullivan Square and the Interstate Highway System.

Status**Consultant Selection**

On March 11, 1993, the BRA Board authorized staff to advertise a request for qualifications for the Medford Street By-pass Road. Fourteen (14) firms submitted qualifications. BRA staff short-listed and interviewed 5 teams, a recommendation was made to the Director and BRA Board. Consultant selection is pending the resolution of consensus expressed by adjacent property owners.

The Charlestown community has been strongly supportive of the "Haul Road" concept, and the staff expects to recommend to the Board in September, 1993, the retention of a professional design consultant to advance the concept to reality. The consultant's role will be to finalize layout options for the Haul Road, consider alternatives created by existing traffic patterns within Sullivan Square and concerns of area property owners and then begin the actual design of the road.

Team

Manager	Paul Reavis
Chief Project Engineer	Bill Barbato
Consultant	To be selected

Cost	Estimate	Contract	Billed
Haul Rd. Design ²	550,000	0	0
Construction ¹	5,500,000	0	0
Total	5,400,000	0	0

Funding	Original	Current	Billed
OCP FY'94	500,000	64,090	0
Total	500,000	64,090	0

1 There are no costs reflected herein for Land acquisitions, building demolition, improvements to Terminal St. and the adjacent parking lots.

2 \$5,400,000 required to find design and construction.

CNY Haul Road/ Design Schedule

Funding approval	7/1/93
Board approval solicitation	3/11/93
Advertise RFQ	4/17/93
Short list firms	5/13/93
Issue RFP	5/13/93
Receive proposals	5/28/93
Staff recommend consultant	(6/28/93)
Board approve consultant	(10/7/93)
Contract signed	(10/28/93)
Preliminary design	
50% contract documents	
Bid documents complete	
Board authorize bidding	
Advertisement for bids	
Bids received	
Board award Construction contract	
re-construction conference	
Notice to proceed	
Contract completion date	
Close out	

Chinatown Gate

TM# 104-804

Background

The Chinatown Gateway was constructed by the Authority in 1982, with \$335,000.00 from the Edward Ingersoll Browne Fund. Tiles, ornaments and sculpture were contributed by the Republic of China and local handling and storage contributed by the Chinese Chinatown Consolidated Benevolent Association. It was impossible to foresee, however, that differences in climate between Boston and the Republic of China would soon cause the disintegration of the roof tiles, thereby creating an unsafe situation for pedestrians. Temporary repairs have been made, including the removal of all ceramic roof tiles and the installation of temporary roofing.

Status

20% Designed

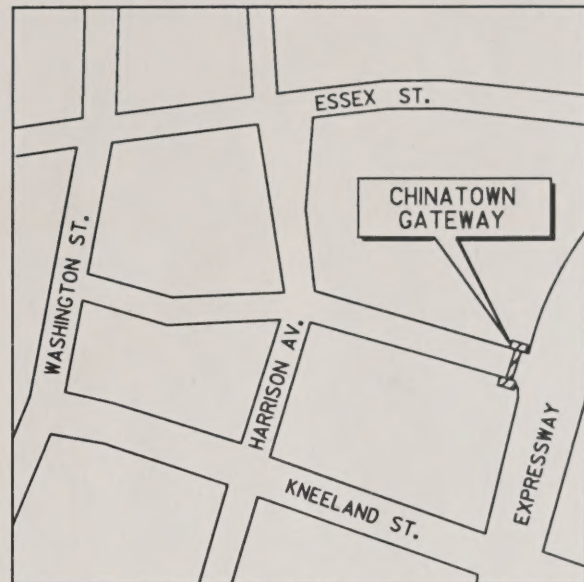
A preliminary budget of \$220,000 has been established for this project. This budget covers anticipated expenses, including labor for restoration and reconstruction, engineering and design services, additional laboratory testing of materials, and consultant services. New roofing tiles and technical assistance will be donated by the Republic of China via the Coordinating Council for North American Affairs. Jung Brannen, the original consultant for the project, was selected as the consultant for the restoration process. Funds for the purchase and installation of the replacement tiles will be sought from the Office of Capital Planning in its annual application period.

Team

Manager	Paul Reavis
Chief Project Engineer	Bill Barbato
Consultant	Jung Brannen
Cultural Consultant	Tso Associates

Cost	Estimate	Contract	Billed
Design	39,000	39,000	7,556
Cultural Cons.	10,000		0
Construction	220,000		0
Total	269,000	39,000	7,556

Funding	Amount	Current	Billed
City Capital FY'88/'89	135,000	17,139	7,556
Browne Fund	35,000		
Boston Edison	50,000		
Total	220,000	17,139	7,556



Chinatown Gate Schedule

Funding approval	June 1988
Board approval solicitation	
Solicit RFQ	July 1989
Short list firms	
Issue RFP	
Receive proposals	
Staff recommend consultant	
Board approve consultant	9/14/89
Contract signed	4/30/90
Preliminary design	
50% contract documents	
Bid documents complete	
Board authorize bidding	4/20/91
Advertisement for bids	
Bids received	
Board award construction contract	
Pre-construction conference	
Notice to proceed	
Contract completion date	
Close out	

CLOSE-OUT PROJECTS

Background

The owner has completed for Contract 1-1 the electrical wiring, cable, conduit and work lighting. The project is 4 months in progress.

- Electrical Work - Completed 100%
- Work Cable Work - 100% Completed
- Mechanical Work - 100% Completed (Work, Test, & Repair)
- Plumbing Work - 100% Completed
- Light Fixture Work - 100% Completed

Contract 1-1 is a 100% completed project. The project is a 100% completed project. The project is a 100% completed project.

Items

The work was completed for Contract 1-1. The work was completed for Contract 1-1. The work was completed for Contract 1-1. The work was completed for Contract 1-1. The work was completed for Contract 1-1.

Item	Contract	Amount	Balance
Contract 1-1	100%	100%	100%
Contract 1-2	100%	100%	100%
Contract 1-3	100%	100%	100%
Contract 1-4	100%	100%	100%
Contract 1-5	100%	100%	100%

Item	Contract	Amount	Balance
Contract 1-1	100%	100%	100%
Contract 1-2	100%	100%	100%
Contract 1-3	100%	100%	100%
Contract 1-4	100%	100%	100%
Contract 1-5	100%	100%	100%

Item	Contract	Amount	Balance
Contract 1-1	100%	100%	100%
Contract 1-2	100%	100%	100%
Contract 1-3	100%	100%	100%
Contract 1-4	100%	100%	100%
Contract 1-5	100%	100%	100%

Contract 1-1 is a 100% completed project. The project is a 100% completed project. The project is a 100% completed project.



Contract 1-1 to 1-5

Contract 1-1	100%
Contract 1-2	100%
Contract 1-3	100%
Contract 1-4	100%
Contract 1-5	100%
Contract 1-6	100%
Contract 1-7	100%
Contract 1-8	100%
Contract 1-9	100%
Contract 1-10	100%
Contract 1-11	100%
Contract 1-12	100%
Contract 1-13	100%
Contract 1-14	100%
Contract 1-15	100%
Contract 1-16	100%
Contract 1-17	100%
Contract 1-18	100%
Contract 1-19	100%
Contract 1-20	100%
Contract 1-21	100%
Contract 1-22	100%
Contract 1-23	100%
Contract 1-24	100%
Contract 1-25	100%
Contract 1-26	100%
Contract 1-27	100%
Contract 1-28	100%
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Contract 1-31	100%
Contract 1-32	100%
Contract 1-33	100%
Contract 1-34	100%
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Contract 1-92	100%
Contract 1-93	100%
Contract 1-94	100%
Contract 1-95	100%
Contract 1-96	100%
Contract 1-97	100%
Contract 1-98	100%
Contract 1-99	100%
Contract 1-100	100%

South End Street Improvements Contract J-2

TM#106-221

Background

The street improvements for Contract J-2 included bituminous street pavement and brick sidewalks, street trees, and acorn lighting. The streets in Contract J-2 were:

- Dartmouth Place - Dartmouth to End
- West Canton Street - Warren to Tremont
- Montgomery Street - West Canton to Union Park Street.
- Pembroke Street - Warren to Tremont
- East Concord Street - Washington to Harrison

However, Dartmouth Place will retain existing streetlights, and the narrowness of this street made the installation of street trees impractical.

Status

100% Complete

Bids were opened June 20, 1990, and Todesca Equipment Co. was recommended to the Board as the contractor. Construction began in September of 1990, and as of September, 1993, only the completion of minor punch list items and release from the contractor necessary to close-out the project.

Team

Supervisor	Paul Reavis
Engineer	William Barbato
Street Design	C.E. Maguire
Resident Engineer	Bryant Associates
Contractor	Todesca Equipment

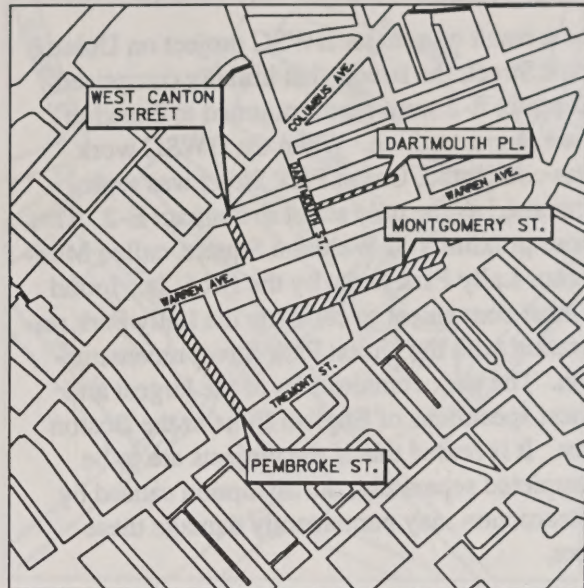
Cost	Estimate	Contract	Billed
Design	185,616	145,000 ¹	142,066 ¹
Resident Eng.	114,708	110,000 ²	100,804
Construction	2,057,271	1,197,920	1,046,115
Total	2,357,595	1,452,920	1,288,985

Funding	Original	Current	Billed
City Cap. FY92 ²	1,315,336	1,337,163	1,322,138
BWSC	0	64,187	64,187
Total	1,315,336	1,401,350	1,386,325

¹ Portion of larger contract for South End

² J-2 Component of larger contract

³ Original funding of \$2,123,000 for all South End Streets



Contract J-2 Schedule

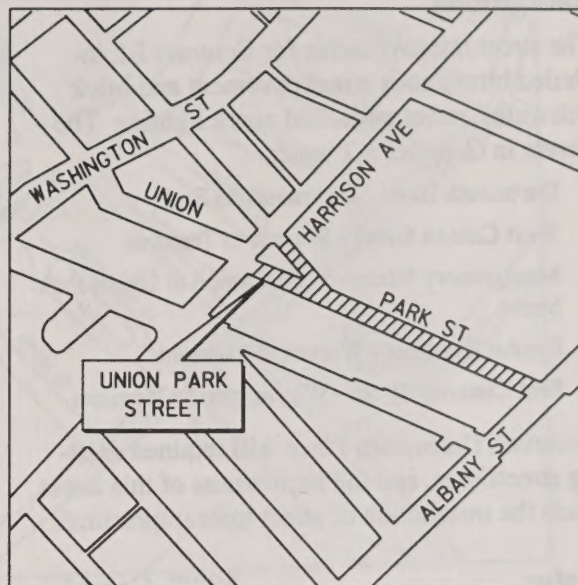
Funding approval	
Board approval solicitation	
Solicit RFQ	
Short list firms	
Issue RFP	7/8/88
Receive proposals	7/13/88
Staff recommend consultant	
Board approve consultant	
Contract signed	
Preliminary design	
50% contract documents	
Bid documents complete	6/11/90
Board authorize bidding	7/14/88
Advertisement for bids	6/1/90
Bids received	6/20/90
Board award construction contract	7/12/90
Pre-construction conference	8/29/90
Notice to proceed	9/1/90
Contract completion date	(8/15/91)
Contractor's Release	(1/26/93)
Consultant's Release	Open
Close out	(10/30/93)

South End Street Contract E-2

TM# 106-221

Background

As a result of a major BWSC project on Union Park Street, the streets that initially comprised Contract E-2 were reprogrammed to expedite their reconstruction. When the BWSC work was completed, Union Park Street was reprogrammed as the only street in contract E-2. The close proximity of Waltham Square, called Monsignor Lally Park fence by the BRA, has found it most convenient to combine the Lally Park restoration with the Union Park Street reconstruction. The park contains two of the largest and finest specimens of English Elms in the Boston area. It is feared that if the projects are to be completed separately, the disruption caused by construction may permanently damage these trees.



Status

100% Complete

Contract E-2 and the perimeter of Lally Park were combined; Bryant Associates was the engineer for the street portion of the work, and Moriece & Gary was retained as the landscape architect for Lally Park. Work was completed in mid-October, 1991 and after finishing punch list items, obtaining a release from the General Contractor, we await only the engineer's final sign-off.

Team

Supervisor	Paul Reavis
Manager	Richard Burke
Chief Project Engineer	William Barbato
Street Design	C.E. Maguire
Park & Resident	Moriece & Gary

Cost	Estimate	Contract	Billed
Design	55,786	55,786	55,786
Design/Res. Eng.	93,120	93,120	92,650
Construction	427,573	290,524	234,487
Total	575,479	439,430	371,749

Funding	Original	Current	Billed
City Capital FY'85 ¹	807,846	413,122	401,675
Total	807,846	413,122	401,675

¹ Balance from J-2

Contract E-2 Schedule

Funding approval	.	.	.	.	.	.
Board approval solicitation	.	.	.	.	.	.
Solicit RFQ	.	.	.	.	.	.
Short list firms	.	.	.	.	.	.
Issue RFP	.	.	.	.	.	7/8/88
Receive proposals	.	.	.	.	.	7/13/88
Staff recommend consultant	.	.	.	.	.	.
Board approve consultant	.	.	.	.	.	10/26/80
Contract signed	.	.	.	.	.	10/28/88
Preliminary design	.	.	.	.	.	11/15/88
50% contract documents	.	.	.	.	.	3/15/89
Bid documents complete	.	.	.	.	.	8/15/89
Board authorize bidding	.	.	.	.	.	9/13/90
Advertisement for bids	.	.	.	.	.	1/15/91
Bids received	.	.	.	.	.	2/5/91
Board award construction contract	.	.	.	.	.	3/14/91
Pre-construction conference	.	.	.	.	.	3/28/91
Notice to proceed	.	.	.	.	.	4/26/91
Contract completion date	.	.	.	.	.	11/15/92
Contractor's Release	.	.	.	.	.	2/2/93
Consultant's Release	.	.	.	.	.	Open
Close out	.	.	.	.	.	(10/30/93)

Shawmut Avenue

TM#106-212

Background

At the request of the Shawmut Avenue Neighborhood Association, the Authority prepared engineering estimates for the reconstruction of Shawmut Avenue between Upton and East Berkeley Streets. The work included new street pavement, brick sidewalks, trees, and street lighting.

Status

100% Complete

On March 14, 1991, the Board awarded the construction contract to Mario Susi and Son. Final paving of the street was done by November of 1991, and the project was completed in the Spring of 1992. With the planting of trees completed, we anticipate a final release from Susi & Sons and closeout was obtained in March of 1993.

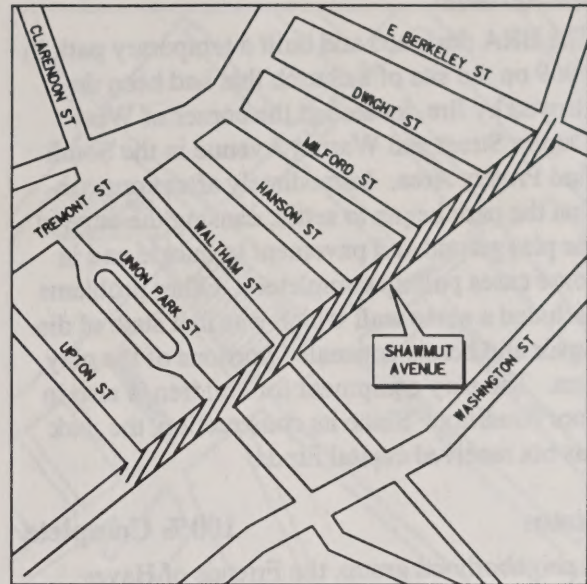
Team

Supervisor	Paul Reavis
Manager	Richard Burke
Chief Project Engineer	William Barbato
Design/Resident Eng.	Bryant Associates
Contractor	Mario Susi and Son

Cost	Estimate	Contract	Billed
Design	166,028	191,693	162,867
Construction	1,177,635	716,492	662,288
Total	1,343,663	908,185	825,155

Funding	Original	Current	Billed
City Capital Fy'92*	900,000	872,203	872,203
BWSC	0	48,100	48,100
Total	900,000	920,303	920,303

*FY'88/FY'89 OCP approved \$1,863,000 in funds



Shawmut Ave. Schedule

Funding approval	
Board approval solicitation	
Solicit RFQ	
Short list firms	
Issue RFP	
Receive proposals	
Staff recommend consultant	
Board approve consultant	5/25/89
Contract signed	11/13/89
Preliminary design	
50% contract documents	
Bid documents complete	
Board authorize bidding	
Advertisement for bids	
Bids received	1/30/91
Board award construction contract	3/14/91
Pre-construction conference	4/1/91
Notice to proceed	5/6/91
Contract completion date	5/15/92
Contractor's Release	2/2/93
Consultant's Release	3/22/93
Close out	3/22/93

Hayes Park

TM# 106-202

Background

The BRA designed and built a temporary park in 1969 on the site of a church that had been destroyed by fire, located at the corner of West Canton Street and Warren Avenue in the South End Project Area. Immediately after construction the park began to settle, causing the edge of the playground and pavement to buckle and in some cases pull up completely. Other problems included a stone wall which was in a state of disrepair and berms concealed portions of the play area. The play equipment for children is also in poor condition. Since its construction, the park has not received capital funds.

Status

100% Complete

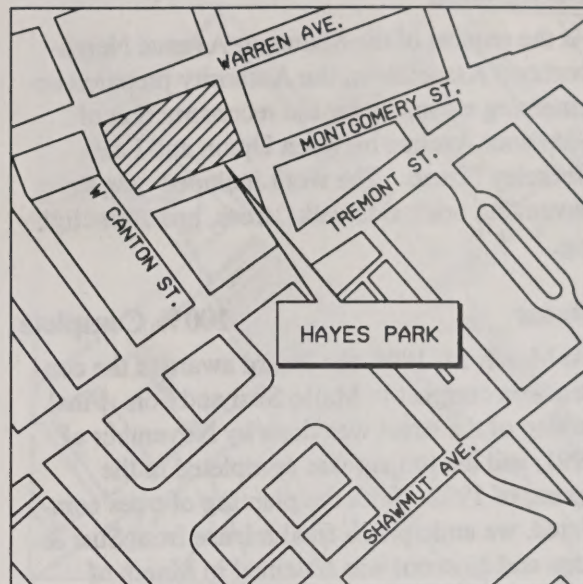
A neighborhood group, the Friends of Hayes Park, was formed to secure the necessary funding for park improvements, including excavation and filling the subsurface to prevent future settlement. Park fencing redesigned a play area and additional play equipment and trees. On March 14, 1991, the Board voted to award a construction contract to Jon B. D'Allesandro Construction. Work proceeded and was substantially complete by November, 1991. On May 7, 1992, Change Order No.2 was authorized to add gates and a brick sidewalk on Warren Avenue.

Team

Supervisor	Paul Reavis
Landscape Staff	Ann Johnson
Chief Project Engineer	William Barbato
Wall & Park Design	C.E. Maguire
Design/Resident Eng.	Paul C.K. Lu Associates
Geotechnical Consultant	Haley & Aldrich
Contractor	Jon B. D'Allesandro

Cost	Estimate	Contract	Billed
Wall Repair	9,516	9,516	9,516
Design	109,959	101,965	109,212
Construction	416,055	330,919	300,109
Total	535,530	442,400	409,321

Funding	Original	Current	Billed
City Cap. FY'89	500,000	450,394	418,837
Total	500,000	450,394	418,837



Hayes Park Schedule

Funding approval	June 1989
Board approval solicitation	9/29/88
Solicit RFQ	10/14/88
Short list firms	11/16/88
Issue RFP	12/5/88
Receive proposals	12/15/88
Staff recommend consultant	5/25/89
Board approve consultant	12/4/89
Contract signed	4/12/89
Preliminary design	4/12/90
50% contract documents	5/1/90
Bid documents complete	1/18/91
Board authorize bidding	6/14/90
Advertisement for bids	1/18/91
Bids received	2/8/91
Board award construction contract	3/14/91
Pre-construction conference	3/29/91
Notice to proceed	4/15/91
Contract completion date	(11/10/93)
Contractor's Release	(12/15/93)
Consultant's Release	11/6/92
Close out	(12/30/93)

Douglass Plaza: Parcel 16

TM# 106-107

Background

To complement the Douglass Plaza Housing Development, the BRA constructed Douglass Plaza, and a new street between Columbus Avenue and Tremont Street. The project included new street pavement, brick sidewalks, street lighting and trees.

Status**100% Construction**

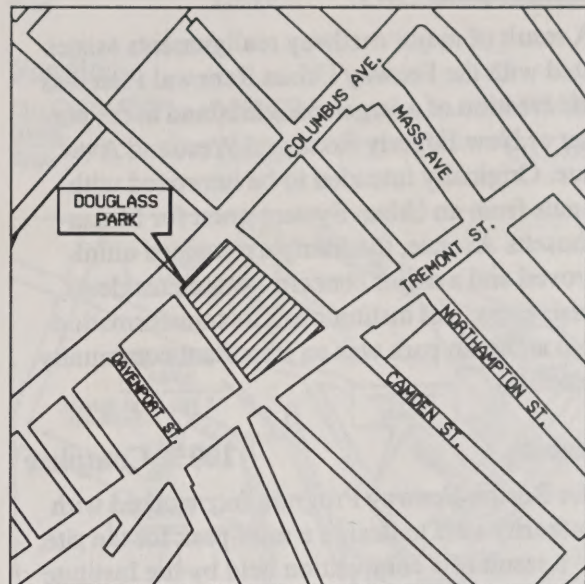
H. W. Moore was selected as the engineering and design consultant on the 26th of January 1989. Todesca Equipment Co. was awarded the construction contract with a bid of \$656,026 on October 26, 1989. Todesca completed the punchlist items and certificate and release in April 1993.

Team

Supervisor	Paul Reavis
Design Engineer	Bill Barbato
Construction Engineer/Manager	Bill Adams
Landscape Staff	Ann Johnson
Design Consultant	H.W. Moore
Contractor	Todesca Equipment Co.

Cost	Estimate	Contract	Billed
Des.&Res.Eng.	102,804		107,929
Construction	656,026		532,014
Total	758,830		639,943

Funding	Original	Current	Billed
CDAG '87	966,700	689,943	689,943
Total	966,700		689,943

**Douglass Plaza: Parcel 16 Schedule**

Funding approval	1987
Board approval solicitation	10/13/88
Solicit RFQ	10/14/88
Short list firms	11/9/88
Issue RFP	11/15/88
Receive proposals	12/2/88
Staff recommend consultant	1/26/89
Board approve consultant	1/26/89
Contract signed	1/27/89
Preliminary design	4/5/89
50% contract documents	
Bid documents complete	11/89
Board authorize bidding	7/27/89
Advertisement for bids	9/27/89
Bids received	10/17/89
Board award construction contract	10/26/89
Pre-construction conference	11/10/89
Notice to proceed	11/13/89
Contract completion date	10/15/90
Contractor's Release	4/26/93
Consultant's Release	(10/27/93)
Close out	(10/30/93)

Westland Avenue Triangle Park (Contract 14D)

TM# 107-114

Background

A result of major roadway realignments associated with the Fenway Urban Renewal Plan was the creation of a large/triangle island at the corner of New Edgerly Road and Westland Avenue. Originally intended to be improved with funds from an Urban System grant for Massachusetts Avenue, the triangle remained unimproved and a major concern for area residents, businesses, and institutions. Its transformation into an urban park was an important community benefit.

Status**100% Complete**

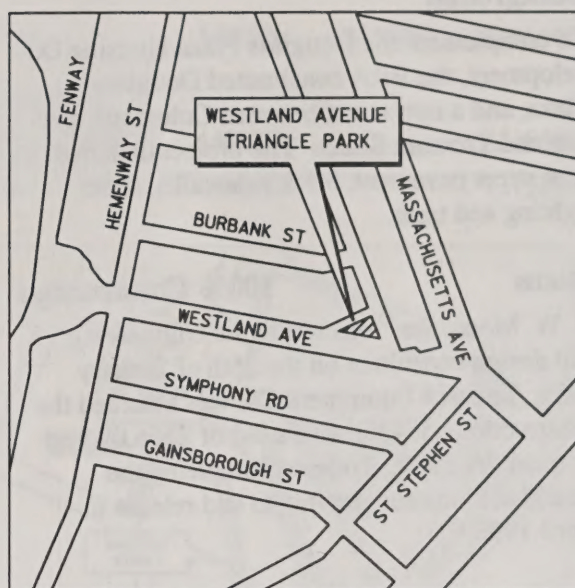
The Boston-Fenway Program Inc. worked with Authority staff to design a mini-park for the site. As a result of a competition held by the Institute of Contemporary Arts, a sculpture will be donated. The artist, Taylor McLean, a Fenway resident, installed a painted steel sculpture resembling a musical "C-clef." The BRA Board awarded the construction contract to Mario Susi & Sons, Inc. on August 15, 1990. The project was completed in May of 1992.

Team

Supervisor	Paul Reavis
Manager	Richard Burke
Landscape Staff	Patrice Todisco
Chief Project Engineer	Basil Adams
Consultant	Universal Engineering
Contractor	Mario Susi & Son

Cost	Estimate	Contract	Billed
Design/Res.	62,000	54,000 ¹	44,049
Construction	187,320	190,548	179,872
Total	199,320	244,548	223,921

Funding	Original	Current	Billed
Browne	35,000		35,000
Browne Cont.	50,000	0	0
Henderson	30,000		
Boston Fenway	10,200	8,500	8,500
PRUPAC	20,000		20,000
BRA (Balance)	31,250		31,250
Total	176,250	8,500	94,750

**Westland Ave. Triangle Schedule**

Funding approval	
Board approval solicitation	NA
Solicit RFQ	NA
Short list firms	NA
Issue RFP	NA
Receive proposals	NA
Staff recommend consultant	NA
Board approve consultant (Amnd.#5)	2/5/87
Contract amended	
Preliminary design	
50% contract documents	12/15/87
Bid documents complete	6/15/90
Board authorize bidding	11/30/89
Advertisement for bids	7/6/90
Bids received	7/25/90
Board award construction contract	8/15/90
Pre-construction conference	9/18/90
Notice to proceed	11/19/90
Contract completion date	5/15/92
Contractor's Release	6/10/92
Consultant's Release	6/30/92
Close out	(10/30/93)

¹ Part of a larger contract for the Fenway area

Mt. Vernon Street Area Street Improvements Contract V-2

TM# 102-236

Background

The work included street and sidewalk paving, trees, lighting and storm drain improvements. Contract V-2 provided for improvements to the following streets in the Mt. Vernon Street Area of Charlestown:

- Chestnut Street-Monument Sq. to Lowney Way
- Mt. Vernon Avenue-Chestnut St. to Mt. Vernon
- Mt. Vernon Street-Lowney Way to end
- Nearen Row-Tremont St. to Ferrin St.
- Seminary Street-Austin St. to Lawrence St. (not on map.)
- Prospect Street-Lowney Way to Tremont Street
- Putnam Street-Lowney Way to Common Street.
- Ferrin Street - Lowney Way to End.

Status**95% Construction**

On March 12, 1992, the Board awarded a contract for the complete reconstruction of 26 streets in Charlestown to the low bidder, John Mahoney Construction Company. Work proceeded throughout the spring and summer of 1992, but Mahoney's own financial difficulties left him unable to complete the job. The BRA immediately demanded that the surety bonding company settle all outstanding claims, indemnify the Authority against financial loss, and name a replacement contractor. On September 24, 1992, St. Paul Mercury Insurance, as provider of the surety bond, named Mario Susi and Sons, Inc. as General Contractor to complete the project. Work resumed on or about October 1, 1992, and the project was complete in the fall of 1993.

Team

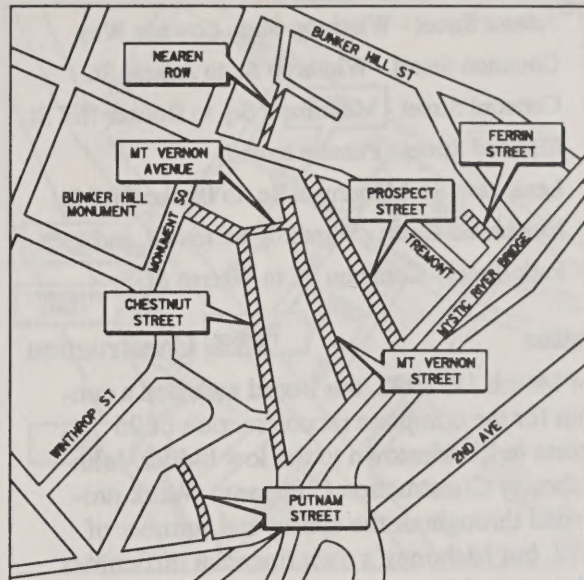
Supervisor	Paul Reavis
Project Manager	Richard Burke
Liaison	Peter Looney
Chief Project Engineer	Bill Barbato
Consultant: Design	Edward & Kelcey
Consultant: Resident	Bryant

Cost	Estimate	Contract	Billed
Design: E&K	529,314		529,295
Res.: Bryant	292,700	385,865	267,136
Cont: Mahoney	3,872,757	3,966,401	2,128,733

Total	5,073,991	4,352,266	2,925,164
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Funding

City Capital FY'92	4,461,600	1,115,400
BWSC		
Total	4,461,600	1,115,400

**Contract V-2 Schedule**

Funding approval	
Board approval solicitation	
Solicit RFQ	
Short list firms	
Issue RFP	
Receive proposals	
Staff recommend consultant	
Board approve consultant	
Contract signed	
Preliminary design	
50% contract documents	
Bid documents complete	
Board authorize bidding	4/19/90
Advertisement for bids	2/8/92
Bids received	2/21/92
Board award construction contract	3/12/92
Pre-construction conference	4/10/92
Notice to proceed	4/21/92
Contract completion date	(12/15/93)
Close out	(3/15/94)

Adams Training Field Area Street Improvements Contract V-4

TM# 102-239

Background

The work included street and sidewalk paving, trees, lighting and storm drain improvements. Contract V-4 provided for street improvements to the Historic Adams Training Field Area of Charlestown. Streets included in this contract are:

- Adams Street - Winthrop St. to Lowney Way
- Common Street - Winthrop St. to Adams St.
- Concord Street - Monument Sq. to Bunker Hill St.
- Ellwood Street - Putnam to end
- Lexington St- Monument Sq. to Bunker Hill St.
- Monument Court - Winthrop St. to end, and
- Park Street - Common St. to Warren St.

Status**95% Construction**

On March 12, 1992, the Board awarded a contract for the complete reconstruction of 26 streets in Charlestown to the low bidder, John Mahoney Construction Company. Work proceeded throughout the spring and summer of 1992, but Mahoney's own financial difficulties left him unable to complete the job. The BRA immediately demanded that the surety bonding company settle all outstanding claims, indemnify the Authority against financial loss, and name a replacement contractor. On September 24, 1992, St. Paul Mercury Insurance, as provider of the surety bond, named Mario Susi and Sons, Inc. as General Contractor to complete the project. Work resumed on or about October 1, 1992, and the project was complete in the fall of 1993.

Team

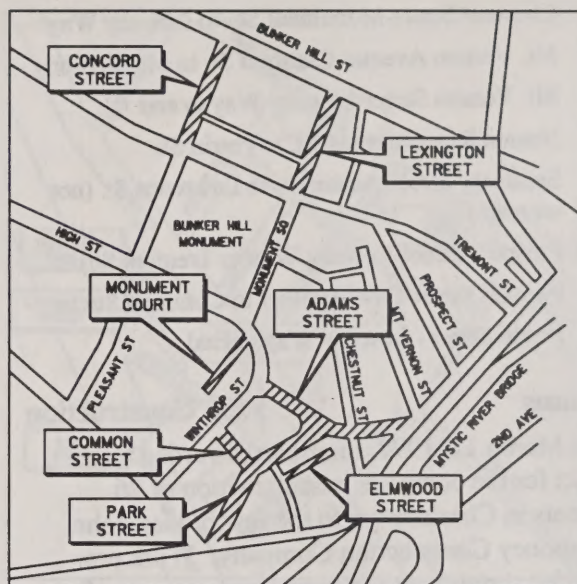
Supervisor	Paul Reavis
Project Manager	Richard Burke
Liaison	Peter Looney
Chief Project Engineer	Bill Barbato
Consultant: Design	Edward & Kelcey
Consultant: Resident	Bryant

Cost	Estimate	Contract	Billed
Design: E&K	529,314		529,295
Res.: Bryant	292,700	385,865	267,136
Cont: Mahoney	3,872,757	3,966,401	2,128,733

Total	5,073,991	4,352,266	2,925,164
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Funding

City Capital FY'92	4,461,600	1,115,400
BWSC	4,461,600	1,115,400
Total		

**Contract V-4 Schedule**

Funding approval	
Board approval solicitation	
Solicit RFQ	
Short list firms	
Issue RFP	
Receive proposals	
Staff recommend consultant	
Board approve consultant	
Contract signed	
Preliminary design	
50% contract documents	
Bid documents complete	
Board authorize bidding	4/19/90
Advertisement for bids	2/8/92
Bids received	2/21/92
Board award construction contract	3/12/92
Pre-construction conference	4/10/92
Notice to proceed	4/21/92
Contract completion date	(12/15/93)
Close out	(3/15/94)

Mishawum Area Street Improvements Contract W-4

TM# 102-237

Background

The work included street and sidewalk paving, trees, lighting and storm drain improvements. Contract W-4 provided for improvements to the following streets in the Mishawum area of Charlestown:

- Essex Street-Rutherford Ave. to Lyndeboro St.
- Ludlow Street-Mead St. to Eden Street
- Lyndeboro Street-Middlesex St. to Essex St.
- Mead Street-Russell St. to Bunker Hill St.
- Middlesex Street-Lyndeboro St. to Main St., and
- Russell Street-Auburn St. to Eden Street.

Status

95% Construction

On March 12, 1992, the Board awarded a contract for the complete reconstruction of 26 streets in Charlestown to the low bidder, John Mahoney Construction Company. Work proceeded throughout the spring and summer of 1992, but Mahoney's own financial difficulties left him unable to complete the job. The BRA immediately demanded that the surety bonding company settle all outstanding claims, indemnify the Authority against financial loss, and name a replacement contractor. On September 24, 1992, St. Paul Mercury Insurance, as provider of the surety bond, named Mario Susi and Sons, Inc. as General Contractor to complete the project. Work resumed on or about October 1, 1992, and the project was complete in the fall of 1993.

Team

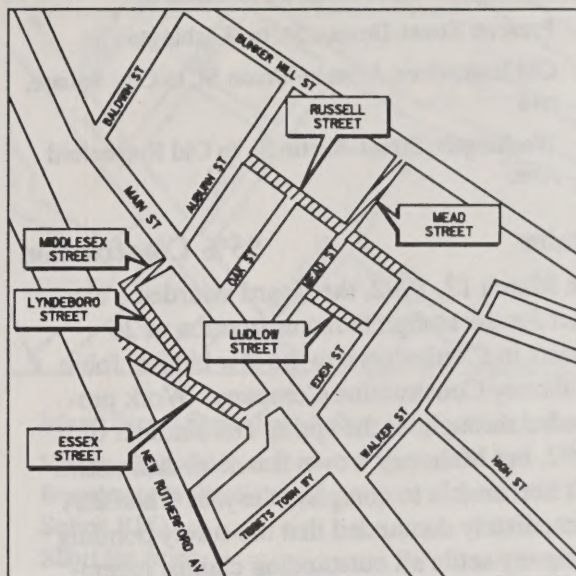
Supervisor	Paul Reavis
Project Manager	Richard Burke
Liaison	Peter Looney
Chief Project Engineer	Bill Barbato
Consultant: Design	Edward & Kelcey
Consultant: Resident	Bryant

Cost	Estimate	Contract	Billed
Design: E&K	529,314		529,295
Res.: Bryant	292,700	385,865	267,136
Cont: Mahoney	3,872,757	3,966,401	2,128,733

Total	5,073,991	4,352,266	2,925,164
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Funding

City Capital FY'92	4,461,600	1,115,400
BWSC		
Total	4,461,600	1,115,400



Contract W-4 Schedule

Funding approval	.	.	.	.	.
Board approval solicitation	.	.	.	.	.
Solicit RFQ	.	.	.	.	.
Short list firms	.	.	.	.	.
Issue RFP	.	.	.	.	.
Receive proposals	.	.	.	.	.
Staff recommend consultant	.	.	.	.	.
Board approve consultant	.	.	.	.	.
Contract signed	.	.	.	.	.
Preliminary design	.	.	.	.	.
50% contract documents	.	.	.	.	.
Bid documents complete	.	.	.	.	.
Board authorize bidding	.	.	.	.	4/19/90
Advertisement for bids	.	.	.	.	2/8/92
Bids received	.	.	.	.	2/21/92
Board award construction contract	.	.	.	.	3/12/91
Pre-construction conference	.	.	.	.	4/10/92
Notice to proceed	.	.	.	.	4/21/92
Contract completion date	.	.	.	.	(12/15/93)
Close out	.	.	.	.	(3/15/94)

Rutherford Avenue Area Street Improvements Contract X-2

TM# 102-238

Background

Street Improvements Contract X-2 provided for improvement to the following streets in the Rutherford Avenue Area of Charlestown:

- Devens-Main to Rutherford Avenue
- Lawrence Street-Austin St. to Union St.
- Prescott Street-Devens St. to Washington St.
- Old Rutherford Avenue-Union St. to City Square, and
- Washington Street-Austin St. to Old Rutherford Ave.

Status

95% Construction

On March 12, 1992, the Board awarded a contract for the complete reconstruction of 26 streets in Charlestown to the low bidder, John Mahoney Construction Company. Work proceeded throughout the spring and summer of 1992, but Mahoney's own financial difficulties left him unable to complete the job. The BRA immediately demanded that the surety bonding company settle all outstanding claims, indemnify the Authority against financial loss, and name a replacement contractor. On September 24, 1992, St. Paul Mercury Insurance, as provider of the surety bond, named Mario Susi and Sons, Inc. as General Contractor to complete the project. Work resumed on or about October 1, 1992, and the project was complete in the fall of 1993.

Team

Supervisor	Paul Reavis
Project Manager	Richard Burke
Liaison	Peter Looney
Chief Project Engineer	Bill Barbato
Consultant: Design	Edward & Kelcey
Consultant: Resident	Bryant

Cost	Estimate	Contract	Billed
Design: E&K	529,314		529,295
Res.: Bryant	292,700	385,865	267,136
Cont: Mahoney	3,872,757	3,966,401	2,128,733
Total	5,073,991	4,352,266	2,925,164

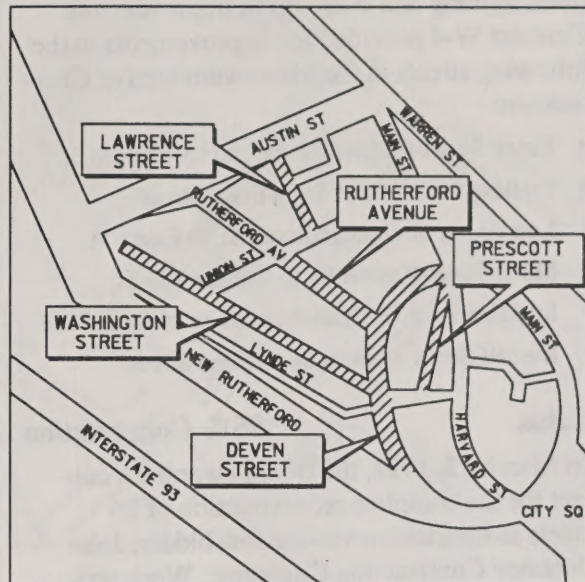
Funding

City Capital FY'92	4,461,600	1,115,400
BWSC		

Total

4,461,600

1,115,400



Contract X-2 Schedule

Funding approval	
Board approval solicitation	
Solicit RFQ	
Short list firms	
Issue RFP	
Receive proposals	
Staff recommend consultant	
Board approve consultant	
Contract signed	
Preliminary design	
50% contract documents	
Bid documents complete	
Board authorize bidding	4/19/90
Advertisement for bids	2/8/92
Bids received	2/21/92
Board award construction contract	3/12/92
Pre-construction conference	4/10/92
Notice to proceed	4/21/92
Bonding Co. take Project	8/27/92
Bonding Co. opened bids	9/24/92
Board Approval Bond/Agrmt.	10/1/92
Contract completion date	(12/15/93)
Contractor's Release	
Consultant's Release	
Close out	(3/15/94)

Mead Street Stairs

TM#102-237

Background

The Mead Street stairs were bid as a separate contract on February 21, 1992, with the Middlesex Corporation as the low bidder. The project included reconstruction of the stairs known as "the forty flights" with new storm drainage and utilities. The stair railings were reconstructed to match the original cast iron details. Street lights were added from the streets below to provide security and flowers and crab apple trees to create a vista.

Status 100% Construction

The old stairs, foundations, and railing systems were removed with great difficulty and the new Mead Street drain and sewer mainlines were installed under the stairs. The Middlesex Corporation completed the reinforced concrete base slabs for the new stairs, and cast new stair railing to match the historic hand rails by the Spring of 1993. The railing fabricator was coordinate with the Contractor to assure the proper fitting of the work. Landscaping, lighting, and cleanup were accomplished by the summer of 1993.

Team

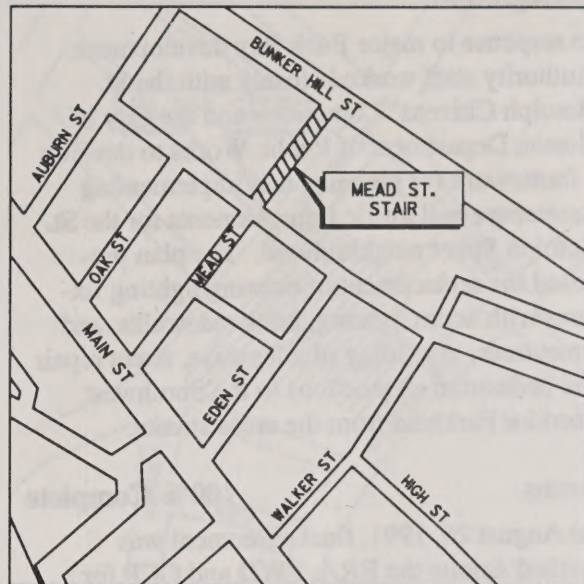
Supervisor	Paul Reavis
Consultant: Resident	Bryant Associates
Project Manager	Bill Adams
Liaison	Peter Looney
Chief Project Engineer	Bill Barbato
Consultant: Design	Edward & Kelcey

Cost	Estimate	Contract	Billed
Design: E&K			
Res.: Bryant ¹			
Contractor: Midsx.	379,220		274,668
Total	379,220		274,668

Funding

City Capital FY'92	400,000	346,047	274,668
BWSC	0		
Total	400,000	346,047	274,668

1 include with the resident engineering for the 26 streets project.



Mead Street Stairs Schedule

Funding approval	.	.	.	.	.	.
Board approval solicitation	.	.	.	.	.	.
Solicit RFQ	.	.	.	.	.	.
Short list firms	.	.	.	.	.	.
Issue RFP	.	.	.	.	.	.
Receive proposals	.	.	.	.	.	.
Staff recommend consultant	.	.	.	.	.	.
Board approve consultant	.	.	.	.	.	.
Contract signed	.	.	.	.	.	.
Preliminary design	.	.	.	.	.	.
50% contract documents	.	.	.	.	.	.
Bid documents complete	.	.	.	.	.	.
Board authorize bidding	.	.	.	.	.	4/19/90
Advertisement for bids	.	.	.	.	.	2/8/92
Bids received	.	.	.	.	.	2/21/92
Board award construction contract	.	.	.	.	.	3/12/92
Pre-construction conference	.	.	.	.	.	4/10/92
Notice to proceed	.	.	.	.	.	4/21/92
Contract completion date	.	.	.	.	.	(10/30/93)
Contractor's Release	.	.	.	.	.	(11/30/93)
Consultant's Release	.	.	.	.	.	(12/15/93)
Close out	.	.	.	.	.	(3/15/94)

St. Botolph Street

TM #105-029

Background

In response to major Back Bay development, Authority staff worked closely with the St. Botolph Citizens' Committee and the City of Boston Department of Public Works to develop a framework for planning and implementing streetscape and traffic improvements for the St. Botolph Street neighborhood. The plan proposed the replacement of existing lighting fixtures with acorn lighting, brick sidewalks, and street trees, upgrading of alleyways, street repair and pedestrian connections to the Southwest Corridor Parkland from the cross streets.

Status 100% Complete

On August 26, 1991, final agreement was reached among the BRA, PWD and OCP for funding of the St. Botolph Street project. Construction commenced in September, 1991, and final completion occurred in April 1993. The responsibility to bid and to construct these improvements was delegated to the City of Boston Department of Public Works.

Team

Manager	Paul Reavis
Neighborhood Liaison	Tom Maistros
Chief Project Engineer	Dick Hong
Associate DPW Engineer	Joe Montalto
Consultant	Fay, Spofford & Thorndike
Contractor	Mario Susi & Son

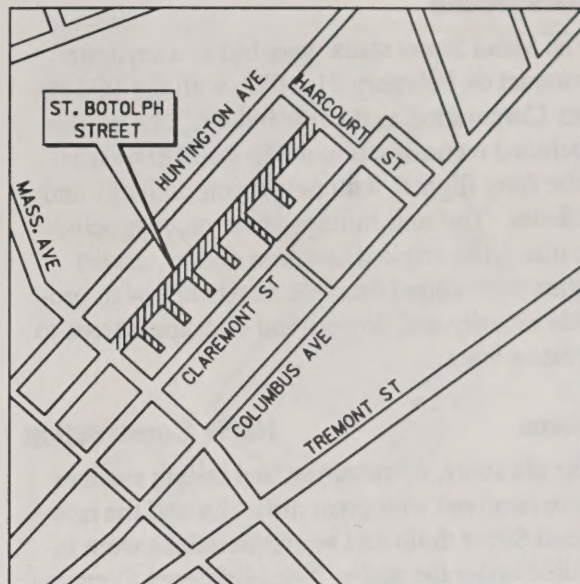
Cost	Estimate	Contract	Billed
Design/resident	127,000	127,000	123,989
Construction ¹	634,973	592,380	412,921
Total	761,973	719,380	536,910

Funding	Amount	Available	Billed
CDAG	85,000	276,757	118,048
PRUPAC ²	60,000	60,000	60,000
OCP ³	335,770		0
Total	480,770	336,757	178,048

(1) Administered by Public Works

(2) Allocated to construction paid \$60,000 as of 12/11/91, which is the total amount available in Pru's present construction phase.

(3) OCP fund allocated to Public Works Dept. to bid and construct street.



St. Botolph Street Schedule

Funding approval	.	.	.	.	.
Board approval solicitation	.	.	.	.	1/14/88
Solicit RFQ	.	.	.	.	2/12/88
Short list firms	.	.	.	.	.
Issue RFP	.	.	.	.	.
Receive proposals	.	.	.	.	4/28/88
Staff recommend consultant	.	.	.	.	5/20/88
Board approve consultant	.	.	.	.	6/14/90
Contract signed	.	.	.	.	10/5/88
Preliminary design	.	.	.	.	3/27/89
50% contract documents	.	.	.	.	6/14/90
Bid documents complete	.	.	.	.	8/20/90
Board authorize bidding	.	.	.	.	NA
Advertisement for bids	.	.	.	.	5/27/91
Bids received	.	.	.	.	6/13/91
DPW awarded construction	.	.	.	.	9/4/91
Pre-construction conference	.	.	.	.	8/21/91
Notice to proceed	.	.	.	.	8/21/91
Contract completion date	.	.	.	.	4/23/93
Contractor's Release	.	.	.	.	4/23/93
Consultant's Release	.	.	.	.	(10/30/93)
Close out	.	.	.	.	(11/30/93)

A map of the Blair Site area. The map shows several streets: Warren St, Taber St, Washington St, Eustis St, and Harrison Ave. A callout box labeled "BLAIR SITE" points to a hatched area located between Washington St and Harrison Ave, north of Taber St.

Funding approval	.	.	.	.	.	.
Board approval solicitation	.	.	.	.	3/27/91	
Solicit RFQ	.	.	.	.	.	.
Short list firms	.	.	.	.	.	.
Issue RFP	.	.	.	.	4/17/91	
Receive proposals	.	.	.	.	4/30/91	
Staff recommend consultant	.	.	.	.	.	
Board approve consultant	.	.	.	.	6/6/91	
Contract signed	.	.	.	.	7/1/91	
Preliminary design	.	.	.	.	.	
50% contract documents	.	.	.	.	.	
Bid documents complete	.	.	.	.	9/3/91	
MBTA Change Order	.	.	.	.	9/15/91	
Advertisement for bids	.	.	.	.	NA	
Bids received	.	.	.	.	NA	
Board award construction contract	.	.	.	.	NA	
Pre-construction conference	.	.	.	.	NA	
Notice to proceed	.	.	.	.	10/15/91	
Contract completion date	.	.	.	.	12/15/91	
Close out	.	.	.	.	10/15/92	

29

CNY Haul Road/Feasibility Study

TM#102-193

Background

The BRA has proposed, as part of the Navy Yard Masterplan, the construction of a By-pass Road along a little used rail bed in Charlestown. The Medford Street "Haul Road" is planned to divert heavy traffic away from City Square and the residential center of Charlestown toward Sullivan Square and the Interstate Highway System.

Status

Program Development

Bruce Campbell Associates was selected as a consultant in January of 1990 to provide a feasibility study. The contract has been expanded from its original scope, which was to determine the feasibility of such a by-pass road. With that feasibility now determined, we have shifted plans on how the bypass roadway would effect existing conditions along the railbed, the Schrafft Center and on towards the Route 93 connection. These plans have also been reviewed by the community as part of an ongoing process. The Campbell feasibility contract is now complete and we anticipate being able to award a design contract in the fall of 1993.

Team

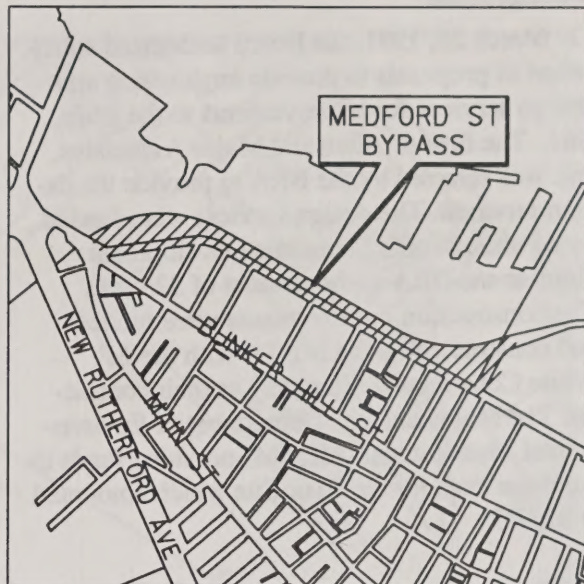
Manager	Paul Reavis
Chief Project Engineer	Bill Barbato
Consultant	Bruce Campbell Associates

Cost	Estimate	Contract	Billed
Feasibility: B. Campbell	72,000	72,000	64,090
Haul Rd. Design ²	550,000	0	0
Construction ¹	5,500,000	0	0
Total	5,472,000	72,000	64,090

Funding	Original	Current	Billed
BRA	49,396	64,090	0
Total	49,396	64,090	0

1 There are no costs reflected herein for Land acquisitions, building demolition, improvements to Terminal St. and the adjacent parking lots.

2 \$5,400,000 required to find design and construction.



CNY Haul Road Schedule

Funding approval	1/15/90
Board approval solicitation	1/15/90
Solicit RFQ	NA
Short list firms	NA
Issue RFP	NA
Receive proposals	NA
Staff recommend consultant	1/15/90
Board approve consultant	1/15/90
Contract signed	1/25/90
Preliminary design	
50% contract documents	
Bid documents complete	
Board authorize bidding	
Advertisement for bids	
Bids received	
Board award construction contract	
Pre-construction conference	
Notice to proceed	
Contract completion date	
Close out	

CNY Pier 3 (Shipyard Park Phase IV- Pier 3 Extension)

TM#102-138

Background

The Phase IV development program features the reconstruction of Pier 3 to its original length of 850 feet. Upon completion, Pier 3 will be devoted to 100% public use including public docking and the museum boats of New England Historic Seaport. The extended pier would allow for an International Port of Call for visiting Tall Ships.

Status**Stopped at 30% Design**

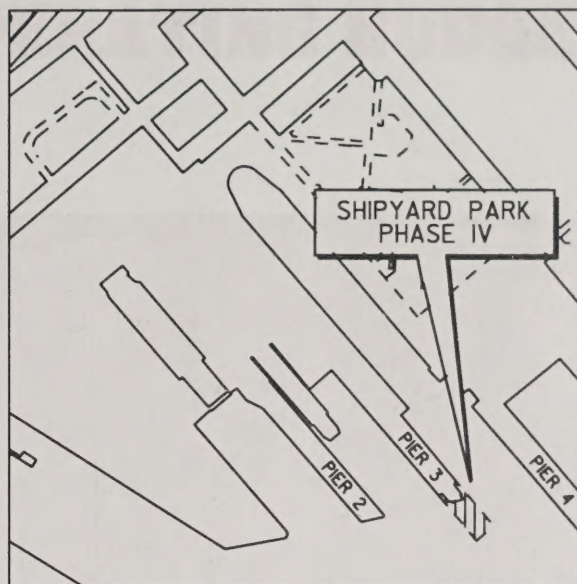
Preliminary engineering estimates indicate the cost of the project to be approximately \$3,575,000. Staff is continuing with program development and identification of potential funding sources. Bryant Associates was selected as the consultant for the project. Soil borings and existing conditions are now complete and preliminary design is underway. Bryant Associates is also designing repairs for the damage done to Pier 4, with an eye towards the needed stabilization of the existing pier.

Team

Manager	Paul Reavis
Chief Project Engineer	Bill Barbato
Consultant	Bryant Associates

Cost	Estimate	Contract	Billed
Design:Bryant	229,000	229,000	76,966
Construction	3,575,000	0	0
Total	3,804,000	229,000	76,966

Funding	Original	Current	Billed
DEM	112,500	30,320	29,320
OCP	112,500	46,646	46,646
Total	225,000	76,966	75,966

**Shipyard Park Pier 3 Schedule**

Funding approval	.	.	.	.	.
Board approval solicitation	.	.	.	10/8/87	
Solicit RFQ	.	.	.	1/14/88	
Short list firms	.	.	.	3/18/88	
Issue RFP	.	.	.	10/20/88	
Receive proposals	.	.	.	11/21/88	
Staff recommend consultant	.	.	.		
Board approve consultant	.	.	.	1/26/89	
Contract signed	.	.	.	2/24/89	
Preliminary design	.	.	.	11/15/90	
50% contract documents	.	.	.		
Bid documents complete	.	.	.		
Board authorize bidding	.	.	.		
Advertisement for bids	.	.	.		
Bids received	.	.	.		
Board award construction contract	.	.	.		
Pre-construction conference	.	.	.		
Notice to proceed	.	.	.		
Contract completion date	.	.	.		
Close out	.	.	.		

FY94 OPERATING BUDGET

IV

OPERATING BUDGET

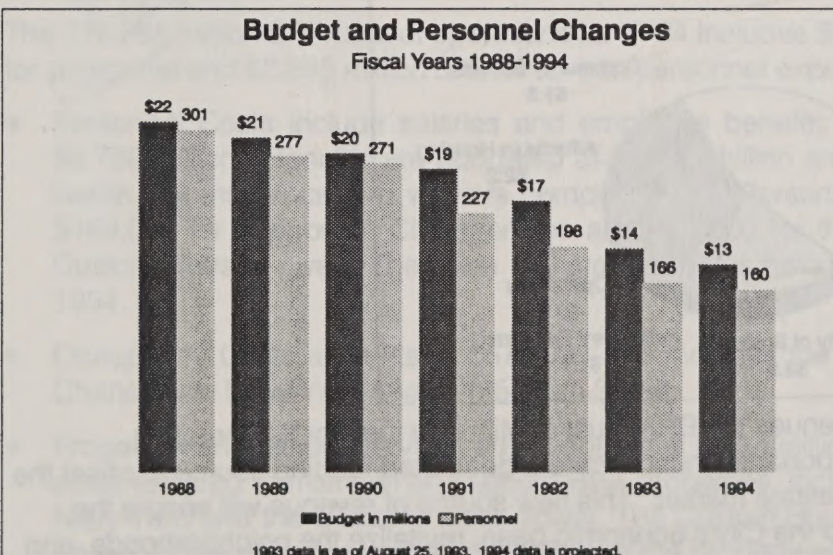
Results Of Operations

In fiscal year 1986 the BRA received \$5.8 million from the City to fund operating expenses. In fiscal year 1987 this funding was reduced by 47% to \$3.1 million. Fiscal year 1988 was the first year in which no revenue was received from the City for any portion of operating expenses.

The BRA's operating budget increased from \$17 million in 1986 to \$22 million in 1988, an increase of \$5 million or 29% for the two year period. The increase reflected the response to demand for BRA services during the expanding real estate market of the 1980's.

When the real estate market subsided, revenues declined and the BRA responded by decreasing its operating budget to meet the planning and redevelopment programs of the 1990's. The BRA initiated its cost reduction programs beginning in 1989 targeting all line items in the operating budget. In implementing this program it was imperative that the agency not decrease its effectiveness or operating efficiency as the City of Boston's planning and redevelopment agency.

As a result of this program, the fiscal year 1994 budget of \$12.8 million will reflect a reduction of \$9 million or a 41% decrease from the 1988 level. Although reductions in each item of the operating budget contributed to the overall decrease, changes in the personnel line had the biggest impact, decreasing by \$5 million or 56% of the total reduction. This reflects a net staff reduction of 141 employees. The majority of these personnel reductions were the result of early retirement programs and termination incentives implemented over the past four years. The following graph reflects the results of operations and staff levels since 1988.

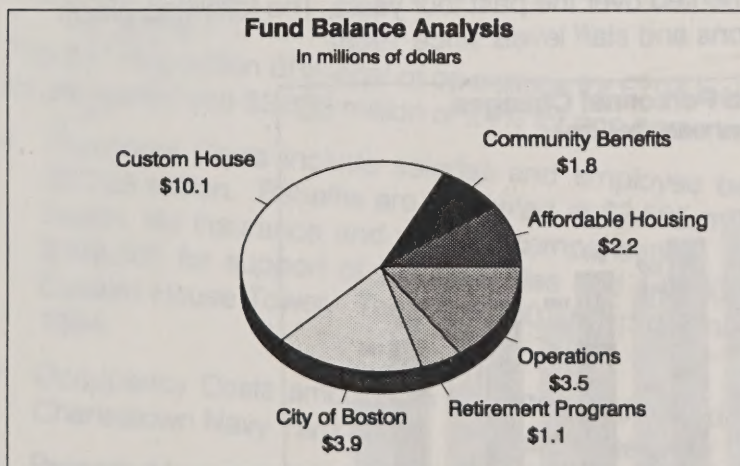


Fund Balance Analysis

Since 1985 the BRA has utilized its total fund balance of \$22.6 million to finance programs of affordable housing, redevelopment, community benefits and City of Boston initiatives. The following is an accounting of the fund balance through September 1993:

- \$2.2 million was expended for the production of affordable housing. This combined with developers voluntary contributions provided over 1800 units of housing.
- \$1.8 million was expended for community benefit programs, including neighborhood planning and business revitalization grants.
- \$10.1 million of expense has been incurred for the down payment, debt service, and maintenance of the Custom House Tower. Of this \$10.1 million, \$6.9 million has been expended and \$3.2 million is interest due the Federal government.
- \$3.9 million was provided to the City of Boston for the Summer Youth Job Programs, the Office of Neighborhood Services, the Office of Jobs and Community Services and other City initiatives.
- \$1.1 million was expended for early retirement programs and termination incentives. These initiatives were modeled after programs implemented by the City of Boston and the Commonwealth of Massachusetts.
- \$3.5 million was expended to provide funding for operations, due to the decline in real estate revenues.

The following pie chart displays the fund balance distribution.



With the decline in revenues the BRA must continue to monitor its operating expenses but more importantly must secure a dedicated funding source to offset the uncertainty of the real estate market. This new source of revenue will ensure the BRA's ability to expand the City's economic base, revitalize the neighborhoods, and increase job opportunities for city residents.

Budget Highlights Fiscal 1994

This operating budget allocates resources to achieve policy goals. It emphasizes the objectives described in the Work Program and reflects the policy goals established by the Mayor, Members of the BRA Board, and the community.

The fiscal 1994 budget is projected at \$12.844 million which reflects a 7% decrease or \$1 million from fiscal year 1993. This is the sixth consecutive year that the BRA has reduced its budget.

The major components of the operating budget are as follows:

Revenue

Rental, Lease and Equity Participation is projected at \$12.539 million. This represents revenue generated from BRA owned land and buildings. Pending development, rental properties are held by the BRA and income derived from rent is used to offset the cost of maintaining properties.

- Rental income is budgeted at \$1.45 million. Income from leases and equity participation is projected at \$2.2 million. These revenues are generated from long term leases and proceeds from the sale or refinancing of these properties.
- Project Income of \$8.794 million will be derived from the sale of BRA owned land and buildings.
- Other Income of \$400,000 includes interest income, grants, 121A amendments, and miscellaneous fees received from the sale of books, publications and maps.

Expenses

The \$12.884 million BRA cost of operations for FY94 includes \$9.759 million or 76% for personnel and \$2.895 million or 24% for non personnel expenses.

- Personnel Costs include salaries and employee benefits and are budgeted at \$9.759 million. Benefits are budgeted at \$2.585 million and provide for pension, health, life insurance and workers compensation. Personnel Costs also include \$169,000 for support of City agencies and \$45,000 for the maintenance of the Custom House Tower. There are 160 staff positions being funded for fiscal year 1994.
- Occupancy Costs amounts to \$575,000 and includes the rental of space in the Charlestown Navy Yard and at 185 State Street.
- Property Management Services are budgeted at \$1.14 million and represent those costs required to maintain and secure BRA properties, including the Charlestown Navy Yard and the Custom House Tower. The Custom House cost of \$190,000 is based on the assumption that disposition of the property will take place within the next six months.

- Administrative Costs amount to \$845,000 and represents those costs needed to support BRA activities. They include costs for Federal and independent audits, telephone equipment and service, as well as printing, and data processing costs.
- Contractual Costs are projected at \$525,000 and include costs for legal, real estate appraisals, planning and development programs.

BRA OPERATING BUDGET

(Dollars in Thousands)

Account

FY 94

Budget

SUMMARY**OPERATING INCOME**

Rental Income	1,450
Lease & Equity Income	2,200
Project Income	8,794
Other Income	400
TOTAL OPERATING INCOME	12,844

OPERATING EXPENSE

Personnel	9,545
Occupancy Costs	575
Contractual Services	525
Property Management Services	950
Administrative Expense	845
BRA OPERATING EXPENSE	12,440

OTHER EXPENSE

Support of City Agencies	169
Development Initiative	235

TOTAL COST OF OPERATIONS	12,844
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BRA OPERATING BUDGET

(Dollars in Thousands)

Account	FY 94 Budget
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PERSONNEL

EMPLOYEE LEVEL - EOY	155
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Employee Wages & Salaries	6,490
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Part-Time, Interns, and Overtime	470
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Subtotal, Personnel Costs	6,960
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EMPLOYEE BENEFITS

City Pension Contribution	1,375
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Hospitalization & Life Insurance	1,025
----------------------------------	-------

Workers' Compensation	185
-----------------------	-----

Subtotal, Employee Benefits	2,585
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Total, Personnel Expense	9,545
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OCCUPANCY COSTS

Rent, Operating and Utility Expense	575
-------------------------------------	-----

CONTRACTUAL SERVICES

Legal Consultants	325
-------------------	-----

Research	50
----------	----

Planning & Development	125
------------------------	-----

Engineering	25
-------------	----

Total, Contractual Services	525
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BRA OPERATING BUDGET

(Dollars in Thousands)

Account

FY 94

Budget

PROPERTY MANAGEMENT SERVICES

Building and Land Maintenance	350
Board-Up and Fencing	35
Insurance	220
Security	185
Snow Removal	75
Supplies & Equipment	25
Utilities	25
Vehicle Maintenance	35
Total, Property Management	950

ADMINISTRATIVE EXPENSES

Advertising	25
Audits	100
Business Travel	20
Library Services	45
Employee Education	10
Graphic Design	50
Mapping & Model Making	25
Office Supplies	70
Postage	50
Telephone Services	235
Data Processing Equipment	75
Copy Machine Rental	85
Copy Supplies	20
Printing & Outside Copy Service	35
Total, Administrative	845

BRA OPERATING BUDGET

(Dollars in Thousands)

Account

FY 94

Budget**SUPPORT OF CITY AGENCIES****EMPLOYEE LEVEL - EOY****5****PERSONNEL**

Board of Appeal & Zoning Commission 70

Midtown / Cultural District 32

Boston Civic Design Comm. 67

Subtotal, Personnel 169**SUPPORT OF CITY AGENCIES****169****DEVELOPMENT INITIATIVE**

Custom House Personnel 45

Custom House Security 90

Custom House Utilities 80

Custom House Insurance 20

Subtotal Development Initiative 235*annual
6 mths.*

